

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

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VOL. CLIV, No. 8

NEW YORK, FEBRUARY 19, 1931

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"Beware of Imitations"

It's AN old-fashioned, rather ugly phrase and, thanks to modern business ethics, advertisers seldom have reason to use it.

The Faultless Manufacturing Company, of Baltimore, makers of men's pajamas, developed a patented, sheet-rubber, flexible waistband—the *Nobelt* (trade-mark registered). Gently resilient, comfortable, long-wearing, the *Nobelt* was an unqualified success. Faultless sales soared.

Recently the Faultless sales manager, checking up, stepped into a New York store and asked for Faultless *Nobelt* Pajamas. "Oh, yes," said the smiling clerk, "here is the latest thing in the *Nobelt*. Very smart. The last word in comfort." And he held up a nameless pair of pajamas with a waistband made of inferior rubber-thread elastic.

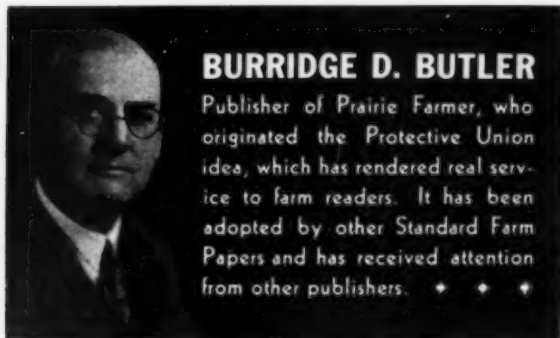
When further investigation showed that such substitution was spreading, a change in Faultless advertising was clearly indicated. A diagram explaining the *Nobelt's* superiority was inserted. Such sturdy veteran phrases as "Look for the label" . . . "Protect yourself from substitutes" . . . "Beware of imitations," were called from retirement. Again they give yeoman service. Faultless sales are again soaring.

N. W. AYER & SON, INC.

Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA

New York Boston Chicago San Francisco Detroit London



*[Sketch No. 2 introducing Publishers
 and Editors of Standard Farm papers]*

Mr. Butler Says:

"Publishers of Standard Farm Papers have been leaders in guaranteeing their subscribers against fraudulent advertising. Constant vigilance on their part has benefited all reputable manufacturers."

Protection against fraud is only one of the services their 2,350,000 subscribers have come to look for from Standard Farm Papers. They have come to rely on "Standard" leadership in improved farming and marketing methods.

Likewise they have come to accept merchandise advertised in "Standard" columns as honest merchandise, honestly manufactured and honestly sold.

It is this confidence which underlies "Standard" prestige and which makes the Standard Farm Paper Unit such a profitable medium for effective merchandising.

Eight papers reaching 2,350,000 farm homes

American Agriculturist
 Breeder's Gazette
 Farmer and Farm, Stock and Home

Heard's Dairyman
 Nebraska Farmer
 Prairie Farmer

Progressive Farmer and Southern Ruralist
 Wallace's Farmer and Iowa Homestead

***The* STANDARD FARM PAPER UNIT**

NEW YORK — Wallace C. Richardson, Inc., Eastern Managers, 250 Park Avenue
 CHICAGO — Standard Farm Papers, Inc., Daily News Building
 SAN FRANCISCO — 917 Hearst Building

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CLIV

NEW YORK, FEBRUARY 19, 1931

No. 8

We Urge Dealers to Buy in Small Lots Only!

This Manufacturer Advocates Hand-to-Mouth Buying as Best Means
of Causing Replenishment of Depleted Retail Stocks

By H. L. Nunn

President, Nunn, Bush & Weldon Shoe Co.

AN intelligent application of the hand-to-mouth buying practice is, in my estimation, the best way to combat the dangerously low inventories that are to be found in most retail stores these days.

I may as well admit, straight out, that I believe in hand-to-mouth buying. And, without presuming to instruct other manufacturers, I cannot rid myself of the thought that in failing to encourage this method of buying they are overlooking the very factor that can bring retail stocks back to normal in the shortest possible time.

We strongly urge our dealers to buy this way. This is our policy because we have learned something during the last ten years, in which time the country's business has encountered almost every kind of condition, ranging from the very good to the very bad.

It used to be the custom for shoe retailers to stock several, or many, pairs of the more rapidly moving sizes. They did this partly

because of the importunities of manufacturers' salesmen, and mainly because they were in the habit of doing their major stocking at regular intervals—perhaps twice a year.

This inevitably caused poorly balanced stocks—too much of this and not enough of that. And when overstocks are present, the dealer's working capital and selling space are absorbed before he has an opportunity to stock as many lines as he should; he has too much of a few lines and not enough lines.

Of late the buying tendency has been in the opposite direction—mainly, it must be

conceded, because of the attitude of the dealers themselves. They insisted on buying oftener and in smaller quantities. It was not so very long ago that shoe manufacturers looked upon parcel post shipments, involving the sale of one or two pairs of shoes, as an unmitigated nuisance. Today they welcome and encourage such business; at least we do.



H. L. Nunn

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We strongly urge our smaller retailers to buy no more than one pair of a certain size and to re-order by postcard daily or as often as may be necessary. We tell our dealers that it is good business and good sense to order in this way, even though only a single pair may be needed to replace a pair that has been sold.

Not an Emergency Measure

We did not adopt this policy as an emergency measure to tide us over the troubled days of 1930. We have been working on the plan for several years, and the results are shown forth in our 1930 volume. Our shipments for 1930 were only 8 $\frac{1}{10}$ per cent below those of 1929; and we attribute this showing, in no small degree, to the educational work the house has carried on with the help of its salesmen. Our representatives never urge a small dealer to buy in quantities, not even in this time of depleted inventories. But they do coach him in the wisdom or profitableness of sending a constant succession of orders by mail. The result is that small mail orders have continued to climb in volume, while that of the "time of visit" sales made by our men has declined.

Considering such a policy from the standpoint of theoretical economics, there can of course be many arguments brought up against it. For one thing it involves an increase in the dealer's transportation charges, to say nothing of the added cost to the manufacturer in the way of packing and shipment. But the whole proposition of retailing must be predicated on what is best and most resultful for the *selling* end. It is, however, based too much upon freight and general transportation and handling charges. Everybody knows that the laid-down cost of a dozen or two dozen pairs of shoes of the same stock number, size and width is somewhat less per pair than that of the same number of shoes sent to the store in single or two-pair lots. The larger shipment is also correspondingly more profitable to the manufacturer; if he could ship all

his goods that way, his packing room costs would be greatly lessened.

But these savings, in the case of the smaller dealer, are more than eaten up by the positive loss in sales that would come through the effect of the larger shipments in throwing the stock out of balance and cutting down the range of selection that the dealer might offer to his trade. There is a saving in packing and freight charges, but many times it is enormously expensive saving. It interferes with sales; and anything that does this is expensive, no matter how pleasing it may look upon the surface.

Manufacturers, in making their 1931 production and selling plans, are deriving much satisfaction and comfort from the well-known fact that retail inventories are now unbelievably low. This condition has been caused more by timidity in buying than by inability to sell. If dealers could have been induced to keep their stocks up to the level demanded by their selling opportunities, much more merchandise would have been shipped during the last year and not so many men would have been thrown out of work.

Speaking directly of the shoe business, I believe I am somewhere near correct when I say that the average shoe dealer has been selling eighty pairs and replacing this stock with fifty pairs. The result has been an actual sacrifice of sales for the simple reason that the dealer did not have the merchandise his customers asked for. You may call this psychological effect or whatever name you choose, but the fact remains that the condition exists.

In tackling their 1931 selling problems, therefore, wise manufacturers are not going to place too much importance on the depleted retail inventory; it has been depleted for several months without in the slightest degree acting as a spur to laggard buying. There is not a thing new about the situation; and it is no more potentially dangerous in the eyes of the retailer than it was last September,

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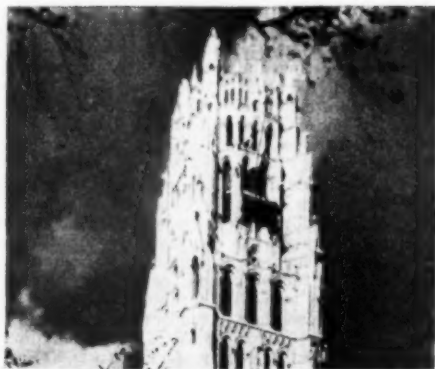
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400 MILLION MEALS

are served annually in the Protestant Churches of America. This "tonnage" market can be reached through Christian Herald Monthly.



The
Riverside
Church
New York

10
Kitchens
are used
in this
Church
to serve
45,000
people
annually

CHRISTIAN HERALD

Monthly . . . 25c a Copy

October or almost any month you might name.

I am by no means attempting to write a prescription covering the whole ailment when I say that some courageous representations to dealers having to do with the benefits of adequate turnover are sadly needed right now. There are of course other elements entering into the picture—one being sufficient and consistent advertising. But, to get the dealer started buying again, I think that sensible expounding of the turnover principle will be found to be well up in the list of the things most important to be done.

This probably sounds like heresy in view of the sad way in which many dealers have allowed their stocks to run down during the last year—and also having in mind the way in which turnover has been abused by dealers even in prosperous times. Some manufacturers tell me they have come to hate the very name of turnover; that it has caused retailers to shove on to them an already unfair part of the distribution burden, and so on. They are now more reluctant than ever to mention the principle at this time when whole armies of men are out of work who would be working if the dealer could be induced to buy what he could actually sell.

As previously intimated, I do not claim to know it all and am by no means posing here as a teacher. But I thoroughly believe that the present critical moment is the time of all times to stress this unpopular, and even despised principle.

I believe it because a stock meticulously laid out with reference to maximum turnover is bound to be a well-balanced stock. It will move more quickly. The dealer, having more items in his line, is going to sell more goods. And when he sells more goods he buys more goods. I know this from the 1930 experience of our own company. If it had not been for our constant urging of the dealer to buy in small quantities our 1930 volume would doubtless have fallen behind that of 1929 to a larger extent than the nominal $8\frac{1}{10}$ per cent decrease of which I have spoken.

If the manufacturer talks turnover at the present time, does he run the risk of encouraging dealers to buy even more conservatively than they are doing? Should the dealer be strongly urged to buy in larger quantities?

My answer to both of these questions is an emphatic no. Through all the depressing uncertainty of the last few months we have never deviated a particle from our belief in the correctness of the low inventory and high turnover principle of selling; neither have we hesitated, nor lost a single opportunity to reaffirm that belief to our dealers. Diligent direct-mail promotional efforts, as well as constant crusading on the part of our representatives, have pounded home to the dealer our honest belief along these lines. Here is a sample of the kind of arguments we used upon our trade:

The constant use of the Nunn-Bush stock service will speed your turnover on Nunn-Bush shoes and oxfords. It will help reduce your stock, reduce odds and ends, reduce capital investment and increase profits. Unusual demands for certain styles, sizes, widths, can be promptly supplied.

Keep up your stock with a sufficient range of sizes and widths. Don't lose sales! The total pairs can be kept down by carrying as low as a pair of a size. Watch your stocks closely, and order daily, or not less frequently than once a week. Successful stores follow this program.

The point of the whole argument upon which we base our indorsement of hand-to-mouth buying is this:

Having a properly balanced stock is the most effective measure a dealer can take to build up his buying power. Such a stock, as we all know, is one that covers a sufficiently wide range of choice and selection to appeal to the maximum number of customers. If an average shoe dealer attempts to carry a sizable supply of each item he either becomes grievously overstocked or he does not have enough variety to take care of his selling requirements. In either case he has to sacrifice profits, and when he sacrifices profits he is likely ar-

(Continued on page 129)

★ NO PENALTY FOR CLIPPING

TED BRACKEN clips coupons. He mails coupons. And if any advertiser thinks it's an economic waste to send him booklets and samples, he ought to see how this wide-awake youngster uses coupons.

Booklets, folders—they are the backbone of his sales method. Let him decide that his home should have an electric refrigerator, another telephone outlet—he marshals his facts and plunges into his campaign. Razberries for the old—information

about the new. Subtle diplomacy here—lusty wallops there. Results? Yes!

It's all right to consider your expenditures on the high-school market as an investment in the future; from that angle alone it is vital that you should begin early to impress your brand on the youthful mind. But don't overlook the extra sales you'll make right now, if youth decides that your product has the stuff.

More than 700,000 boys read **THE AMERICAN BOY** every month. 85% of them are of high-school age or older. It's a break for you if they decide that their homes need what you make, and begin clipping your coupons with an earnest resolve to start working on their families. The May forms for their favorite magazine close March 10th.

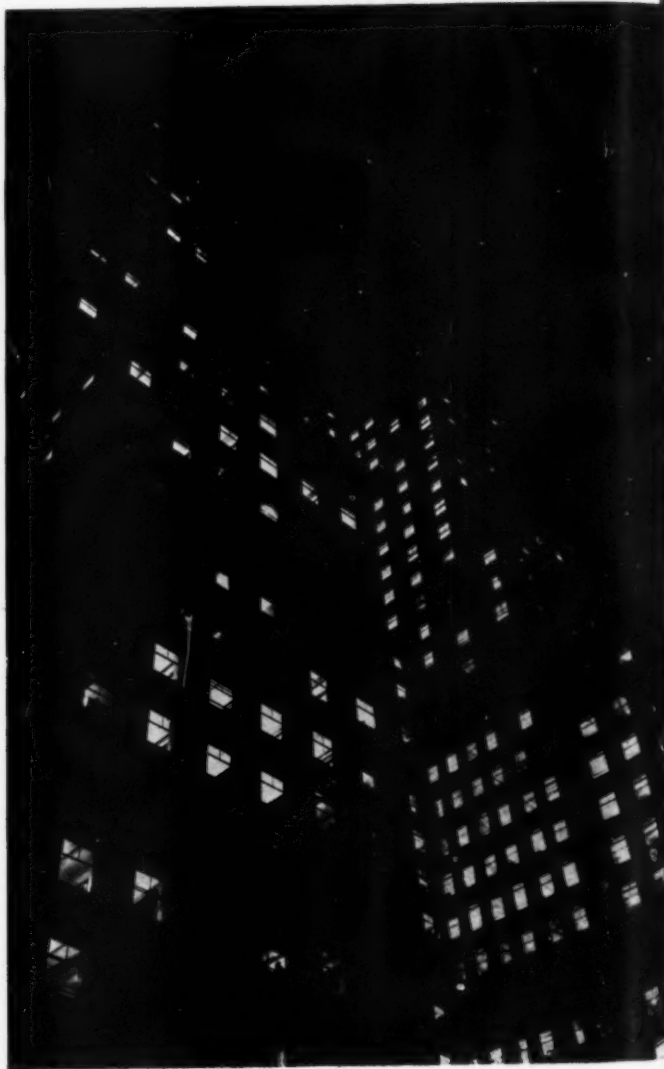


The YOUTH'S COMPANION
combined with
American Boy
Detroit Michigan

Founded
1927



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Little America

Not in the uninhabited Antarctic, not in the center of the largest city of the world stands this Little America... a Manhattan skyscraper.

This skyscraper helps you to visualize your problem of mass distribution. It holds a fair sample of that greatest mass market, the people of the United States. For in it are users of every form of merchandise.

The twelve thousand men and women who work here are consumers of a great variety of articles. The companies for whom they work control the purchase of more than a million dollars' worth of products annually.

You have prospects in this Little America. But wouldn't it be difficult to find out who they are and where they are in this small cross section of the American market?

Wouldn't it be difficult to reach them, and convince them that they must buy your product?

If these tasks are difficult in this Little America, think how much more difficult they are in big America, the whole United States... or in any other large mass market of the world!

From seven cities in the United States and from the center of every large population area in every land, except Russia, Japan and China, where offices will be opened when conditions warrant, the J. Walter Thompson Company is helping a distinguished group of clients to identify and influence their prospects.

With products in the highly competitive trades and industries, this company leads today, in this country and in the markets of the world.

Here in the GRAYBAR BUILDING in New York City... photographed late in a winter afternoon... is a cross section of America's mass market. For the 12,000 individuals at work here and the companies for whom they work are users of every form of merchandise made.

J. Walter Thompson Company

New York • Chicago • St. Louis • Boston • Cincinnati • San Francisco
 Los Angeles • Montreal • Toronto • London • Paris • Madrid
 Berlin • Stockholm • Copenhagen • Antwerp • Warsaw •
 Alexandria • Port Elizabeth • Buenos Aires • Sao Paulo •
 Bombay • Melbourne • Sydney • Batavia • Wellington

Mentholatum Advertising Ties In with Weather Conditions

By Means of a "Sneeze Chart" This Advertiser Is Able to Go Straight to Its Best Prospects, People with Running Noses

THE "sneeze chart" is one of the latest and unique additions to the archives of the Mentholatum Company. It is a dark secret, on view only to top executives; the rest just whisper about it. In reality it is the guiding "treasure map" behind the present Mentholatum newspaper campaign.

In less mysterious language the "sneeze chart" symbolizes the present method by which Mentholatum carries its newspaper advertising straight to those who are its best prospects—people with running noses as differentiated from "just people."

Having picked "colds" as the theme for this year's newspaper campaign, Mentholatum decided to do a little more than had been done heretofore in the way of reaching its reading audience at a time when they would be most appreciative of some message about relief for colds. Such a time would obviously be during the peak period of the open season on running noses. The problem was to determine the exact period during which colds are prevalent in various sections of the United States. This is how the company did it:

It seemed evident on the face of things that a newspaper campaign addressed to cold sufferers in Maine and in the Florida peninsula could not start at the same time or consume the same amount of lineage and still be equally effective in both territories. The probabilities were that one State would get too much and the other not enough and neither might get it at the right time to do the most good.

As the data wanted were nowhere available in Government reports or other more or less reliable caches of statistical information, it was decided to go to each territory for the data about that terri-



Mothers: the first sneeze calls for **MENTHOLATUM**

Order Mentholatum now. Always keep it in the house—so at the first sign of a cold you are ready. Mentholatum relieves colds quickly—keeps them from getting a real start. Rub it on the children's chests when they come in wet and chilled. Put just a bit in each nostril. The soothing vapor clears their heads.

breaks up congestion. And make them drink lots of water.

For 36 years Mentholatum has been a sure, reliable home-remedy for colds—helped mothers keep children well and strong. At your favorite drug store—30c for tube or jar. (40c for large jar.) Telephone your order now!

Mentholatum Advertising Is Adapted to the Sections in Which It Appears

tory and build schedules accordingly.

Newspaper merchandising departments co-operated in approximately 150 cities to secure the best available data from three sources: health departments, physicians and druggists, both wholesale and retail. A simple questionnaire was used, the object of which was to determine in what months colds abound.

But with practically the entire 150 cities reporting, and a wide variation in periods of prevalence quickly disclosing itself, it began to look as though an even 150 separate and individual schedules would have to be run. Moreover, there



Younger Brothers, Des Moines Department Store, has a substantial number of active charge accounts in every one of Iowa's 99 counties.

The Des Moines Register and Tribune circulate throughout the state of Iowa.

Trade follows newspaper circulation. Business is active in Iowa.

Net paid circulation of The Des Moines Register and Tribune in January averaged 245,539 daily.

were evidences in some of the reports that colds were, in these localities, strangely persistent—in other words, that twelve months out of the year would constitute an excellent Mentholatum campaign.

To bring some sort of order into this confusion of reports, Mentholatum decided to go to the United States Weather Bureau and find out how it breaks down the country into sections having similar temperatures and climatic conditions. This information was available and freely given. The 150 cities thereupon grouped themselves in logical fashion.

For each group or section a special campaign was laid out, based on the specialized information already obtained as to when colds begin to be numerous, when they mount to peaks, when they slide off again, and when there are practically no colds at all.

The entire mass of data, revealing as it does the exact "cold" status of the nation at a glance, has been incorporated into what the Mentholatum Company familiarly dubs its "sneeze chart."

Actually, the net result of the effort is a series of schedules accurately set up in such fashion that Mentholatum can advertise in each section at a time when its advertising is likely to be most effective. In message, the advertising is adapted exactly to the specific conditions of the territory in which it appears. It carries an appeal, not merely to people, but to people with running noses. By clever research and practical localizing, it reaches them squarely at the sneeze stage.

Crosse & Blackwell to Van Sant, Dugdale & Corner

Crosse & Blackwell, Inc., Baltimore, manufacturer of food products, has appointed Van Sant, Dugdale & Corner, Inc., advertising agency of that city, to direct its American advertising.

C. R. White Advanced by Munsingwear

Charles R. White, for the last ten years Eastern sales manager of the Munsingwear Corporation, Minneapolis, has been made general sales manager with headquarters at Chicago.

Now Klau-Van Pietersom-Dunlap-Associates, Inc.

Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee advertising agency, has been re-organized under the name of Klau-Van Pietersom-Dunlap-Associates, Inc. Stock formerly held by Charles C. Younggreen has been purchased by other members of the firm with six men who have been with the agency becoming stockholders and officers. They are Charles S. Mercein, Frank V. Birch, Lee I. Archer, B. J. Paulson, John H. Lemmon and John Barnes.

As re-organized the agency officers are as follows: Chairman of the board, Gustav W. Klau; president and general manager, Walter F. Dunlap; treasurer, A. Van Pietersom; vice-presidents, Mr. Mercein, Mr. Birch, Mr. Lemmon and Mr. Barnes; assistant-general manager, Mr. Archer, and secretary, Mr. Paulson.

Mr. Younggreen, who resigned from Klau-Van Pietersom-Dunlap-Younggreen, Inc., last year, is now president of the Dunham, Younggreen, Lesan Company, Inc., Chicago advertising agency.

H. L. Hodgson Advanced by Ayer

Hyland L. Hodgson, for the last five years manager of the Boston office of N. W. Ayer & Son, Inc., has been made vice-president. He will have charge of the business administration of the radio advertising division at New York. Lorimer B. Slocum, who has been with the Ayer agency for the last ten years, succeeds Mr. Hodgson as manager of the Boston office.

Harkins Succeeds Walker at U. S. Rubber

Frank S. Harkins, formerly sales promotion manager of the U. S. Rubber Company, has been appointed advertising manager of the tire department. He succeeds George N. Walker, who has been made advertising manager of the Vacuum Oil Company, New York. N. E. McLaughlin has been appointed assistant advertising manager in charge of dealer advertising.

J. A. Payez Joins L. B. Montgomery

J. A. Payez, for four years Eastern manager of the Meredith Publications, will become associated with J. B. Montgomery, New York, who is Eastern representative for *Motion Picture Magazine*, *Motion Picture Classic*, and *Sunset*. This change becomes effective March 1.

J. L. Clarke to Direct Necco Candy Advertising

John L. Clarke, formerly with the Boston Globe in charge of merchandising, has been appointed advertising manager of the New England Confectionery Company, Cambridge, Mass., manufacturer of Necco candies.

Thorough Trading Area Coverage Through One Newspaper!

Food Advertisers Buy Home Sales Influence

FOOD advertisers in all classifications—national, local and chain grocery—used more lineage in The Milwaukee Journal in 1930 than in the other two Milwaukee newspapers combined. Here are the figures:

Classification	THE JOURNAL	Morning and Sunday Paper	Other Evening Paper
General Display .	979,758	136,028	306,233
Local Display . . .	351,141	50,913	215,246
Chain Store . . .	283,914	42,676	192,199
Independent . .	67,227	8,237	23,047
Total	1,330,899	186,941	521,479

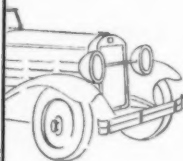
Eighty-eight of the most successful national food accounts used The Journal *alone* to sell this market in 1930. And, as in previous years, this newspaper continues to carry by far the greatest volume of food advertising in 1931, because it is the home newspaper and buying guide of Greater Milwaukee.

THE MILWAUKEE JOURNAL
 **FIRST BY MERIT** 

Read in More than Four out of Five Milwaukee Homes!

In the Wake of

THE BIG PARADE



THE AUTOMOTIVE INDUSTRY LEADS THE WAY TO BETTER BUSINESS

The Big Parade is over. The annual Chicago show and sales drive of the automotive industry at the Coliseum and in private salons throughout the city has come to a most successful conclusion. Sales were up 25 per cent over last year. Orders were taken for nearly 1,700 cars . . . an immediate sales total of well above \$2,500,000. Many of the manufacturers reported orders and prospects surprisingly above pre-show estimates. The

ADVERTISING REPRESENTATIVES

CHICAGO
Home Office
Daily News Plaza
Tel. Dearborn 1111

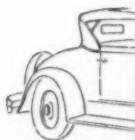
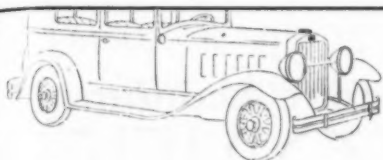
NEW YORK
John B. Woodward, Inc.
110 E. 42d St.
Tel. Ashland 4-2770

DETROIT
Joseph H. Sciaro
3-241 General Motors Bldg.
Tel. Empire 7810

SAN FRANCISCO
C. Geo. Krogness
303 Crocker 1st Nat'l Bank Bldg.
Tel. Douglas 7802

ATLANTA
A. D. Grant
711-712 Glenn Bldg.
Tel. Walnut 8902

MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES



PARADE

IV The world of business and manufacturing which looks to
 TH the automotive industry for leadership, the results of the
 NES show are highly significant. The public has indicated an
 ability to buy, a willingness to buy, that promise an early
 return to normal manufacturing schedules and increased
 employment in the factories . . . And the Chicago
 market . . . rich — expandible — responsive . . . has
 again proved itself a profitable field for the intelligent
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The part that advertising played in the success of the
 automotive show in Chicago is significant. Backing the
 show and the sales of their individual products, automo-
 tive advertisers placed in the columns of *The Chicago
 Daily News* a total of 64,395 lines of advertising during
 show week, 13,014 agate lines more than in any other
 Chicago newspaper daily or Sunday. The *Daily News* was
 the only Chicago newspaper, daily or Sunday, which re-
 corded an increase in linage over the same period in 1930.

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THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

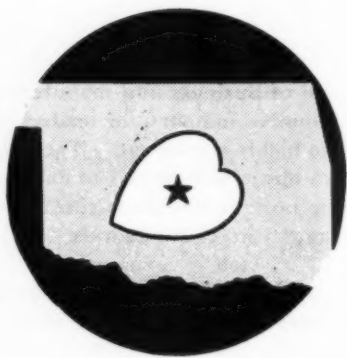


Another Eminent Economist
GLORIFIES
The Oklahoma City Market

THE following paragraph appeared in ASPLEY'S FORTNIGHTLY LETTER dated January 1, 1931.

"In looking over a collection of data gathered by our staff for making up the 1931 sales forecast for the Dartnell Service, I was impressed with the excellent position of Oklahoma—a state which has been much neglected by most sales managers. Building shows a gain; bank debits are up; collections are good; and the outlook is unusual. Oklahoma City seems to be the center of activity."

Above-average business conditions and unusual sales opportunities have existed in the Oklahoma City Market for six years without interruption. It's a live, growing, prospering market of a million persons in which



adequate sales efforts have always produced profitable sales volumes.

One of the most important factors in the success of every profitable sales effort in this market is the Oklahoman and Times which, with single effectiveness, do a thorough selling job at one low advertising cost.



THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES
 THE OKLAHOMA FARMER-STOCKMAN

The Oklahoma Publishing Company
National Representative - E-KATZ - Special Advertising Agency

Do We Really Want the Anti-Trust Laws Overhauled?

An Analysis and Discussion of the Sherman and Clayton Acts and Their Application to Present-Day Conditions—First of a Series of Two Articles

By Roy W. Johnson

ANY intelligent bystander knows without being told that as soon as Congress can get around to it we shall be in for a program of "Remedial Legislation," the object being, of course, to prevent the recurrence of another period of depression and unemployment. There will be, without much doubt, the customary production of rabbits out of silk hats, in the form of bills embodying panaceas of one sort or another, introduced mainly for their political effect and not to be taken seriously otherwise.

On the other hand, unless all signs fail, there is likely to be a serious and determined effort to exorcise the demon of "Overproduction," as on the whole the most obvious and convenient source of the evil. "Controlled production" seems very likely to become a catch-word or shibboleth in the near future, with whatever that may mean in the way of legislative measures designed to make control of production effective.

It is quite useless, of course, to prognosticate what the ingenuity of Congress may or may not devise as means to that glorious end, but if one thing is more certain than another there will probably be a serious overhauling of the anti-trust laws. If "controlled production" is the consummation devoutly to be wished, it is obvious that the Sherman and the Clayton Acts present difficulties in the way of its attainment by voluntary, co-operative action. There is a strong sentiment, which appears rapidly to be growing stronger, to the effect that these particular statutes are no longer applicable to conditions, and that their modification or repeal is advisable.

John G. Lonsdale, past president of the American Bankers' Association, declared in his address

to the Convention held at Cleveland last September:

"Another restraint I would emphasize is the Sherman anti-trust law. Should it not be clarified, modified or liberalized? We know it was designed primarily for conditions of years ago that no longer apply. In its present form and as construed by the United States Supreme Court does it not stifle initiative in business and place a handicap on co-operation? On the one hand we seek to organize co-operatives, and on the other hand frequently find they meet definite legal obstacles because of the uncertainty as to whether they would be held to be in undue or unreasonable restraint of trade. The way to progressive success in all commercial and industrial effort is through the constant introduction of new economies, but against the institution of these economies there is often the menace of Sherman law interpretations. Such a system certainly never was intended to be as it is today. Do not changing times call for a careful revision?"

Revision Is in the Air

No reader of the newspapers needs to be told that the feeling expressed by the banker is widespread and insistent. President Hoover referred to it in his message to Congress on December 2, and definitely placed the revision or modification of the anti-trust laws among the subjects calling for attention in the near future. It is on the official agenda, and it is generally a prominent feature of the unofficial programs that are continually presented for the instruction or the edification of public opinion. Even our radio pulpits have begun to resound with it. Eloquent and vastly popular

preachers, such as Dr. Harry Emerson Fosdick, are demanding to be told why we cannot abandon our outworn belief that competition is the life of trade, and learn instead that competition is the death of trade; why we cannot repeal these antiquated and abominable laws which forbid the benevolent co-operation which might prevent these recurrent cycles of distress and humiliation. There is little doubt that a radical modification of the Sherman Act by Congress, or even its actual repeal, would meet with considerable popular acclaim. And if some of our more indignant orators keep ringing the welkin with "co-operation and co-ordination" (those Mesopotamian words as the New York Times calls them) there is little doubt that Congress will deem itself presented with a mandate to that effect.

Those business men who remember the last time that Congress was presented with a mandate to clarify the Sherman Act, following the election of President Wilson in 1912, will perhaps regard the matter with certain misgivings. Clarification or modification of the Sherman Act is not so simple and easy a matter as it sounds. Then in 1913 and 1914, if you remember, it was the avowed intention of Congress to remove the doubts and uncertainties that Mr. Lonsdale complains of; to clear up the ambiguities, and make clear the application of the law to specific practices in terms that anyone might understand. Well—after some two years of discussion and debate and protracted hearings and wrangling and bitterness and wrestling with the parts of English speech we emerged from the experiment with a Clayton Act which left the ambiguities where they were in the beginning, and also a brand new, magnificent uncertainty in the form of a Federal Trade Commission. There may be room for argument as to the technical legal effects of all this effort, but as an adventure in clarification it was a total loss.

PRINTERS' INK summed up the results of the enterprise in the fol-

lowing editorial, published October 22, 1914, entitled "Much Smoke and Little Fire":

The Clayton Anti-trust Law which has finally been passed by Congress, reminds us of nothing so much as a very small firecracker on the end of a remarkably robust fuse. The amount of hissing and sputtering which has been going on at Washington these many months seemed the appropriate prelude to an explosion which would tear the business fabric magnificently apart;—and now that the thing has finally gone off we aren't even stunned. Nobody seems to be sure what effect it will have, or that it will have any effect worth mentioning.

We were told that this law would add definite prohibitions to the Sherman Act. It declares unlawful certain forms of exclusive agency contracts, and price discriminations "where the effect may be to substantially lessen competition, or tend to create a monopoly." "To substantially lessen competition" is a fine phrase, but it is far from definite. It throws the whole question back into the courts, where it has been these twenty years, and is vastly different from a declaration that exclusive agency contracts and price discriminations are unlawful *per se*.

We were also informed that the law was going to prohibit "tying" clauses in any contracts covering the lease or sale of patented goods, and we find that the objectionable discrimination against patented goods has been removed, and the contracts are unlawful only when they "substantially lessen competition." In other words, they are unlawful when the courts say they are unlawful, which is no epoch-making declaration when you come to think about it.

Furthermore we were told that farmers' organizations, and labor unions, not organized for profit, should be exempt in certain more or less indefinite particulars. But some Senator whom we suspect is not devoid of humor, wrote the little word "lawfully" into the section. So it reads: "nothing in the anti-trust laws shall be construed to forbid the existence" of such organizations, "or to forbid individual members from lawfully carrying out the legitimate objects thereof." Maybe there are subtleties here which only trained minds can grasp, but when translated into English language it looks like a solemn announcement that "nobody shall be restrained from doing that which may lawfully be done."

On the whole we don't believe manufacturers need lose any sleep over the Clayton Act. If it adds anything to the Sherman Act as interpreted in a multitude of cases, nobody seems to be sure what it adds. Perhaps it will give a good many more people the chance to have a day in court, which is not exactly a blessed privilege, but nobody need

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cross that bridge until he comes to it. That is not to say that we approve of the Clayton Act. We don't. But we can't see any reason to be specially perturbed over it.

It is true that the avowed intention of Congress in that particular instance was to strengthen the law—to "put teeth in it" as the current popular phrase expressed it—while the present demand is for modification in the direction of liberality. In 1913 it was believed that the ambiguities of the statute permitted Big Business too frequently to evade it, and the interpretations of the Supreme Court left too many loopholes through which prominent malefactors were escaping unwhipped of justice. Today it is the thought that those same ambiguities prevent Big Business from engaging in co-operative practices which are in the public interest, and that the interpretations of the courts are handicaps to progress.

This is a marked change of attitude and a shifting of emphasis to be sure. But the problem of clarification remains precisely the same problem for all that. The difficulties of modification in the direction of liberality are no less awkward than they proved to be when the shoe was on the other foot, and the effort was to give force and emphasis to the prohibitions of the statute.

It is easy to understand the impatience of the business man or the banker with a statement of abstract principles like the Sherman Act, and the demand that the practices that the law forbids shall be made concrete and specific. It is easy enough to stand up and express a desire for revision or modification, and it is also unfortunately easy for politicians to make promises. On the other hand, as I hope to show in a succeeding article, it is virtually an impossibility to accomplish anything of the sort. As Senator Sherman himself declared in the Senate when the measure was being debated in 1890, it is practically impossible to define in legal language the precise line between lawful and unlawful combinations. "This must be left," he said, "for the courts to determine in each particular case. All that we, as

lawmakers, can do is to declare general principles and we can be assured that the courts will apply them so as to carry out the meaning of the law. This bill is only an honest effort to declare a rule of action."

Conditions may have changed since 1890, or even 1915. But principles have not changed in that period, and the rule of action declared in the Sherman Act is as vital today as it was forty years ago.

Anything that Congress can do in the way of revision or clarification will be merely the threshing of old straw. It was threshed clean at the time the act was originally passed, and it was all put through the hopper again twenty-odd years later. Do business men really want to encourage another jamboree of false hopes and impotent conclusions?

That is a question which in all probability will have to be answered, and it is not too soon to give it serious consideration now, when the whole problem can be considered on its merits, and not on the basis of support or opposition to some particular measure. It is my hope that the article which will follow in next week's issue of **PRINTERS' INK** will contribute to an intelligent understanding of the problem, and of the broad rights that are involved.

C. K. Woodbridge to Direct Remington Rand Sales

C. King Woodbridge, who recently resigned as president of American Machine & Metals, Inc., New York, has been elected vice-president in charge of sales of the Remington Rand Business Service, Inc. He will make his headquarters at New York. Mr. Woodbridge was formerly president of the Kelvinator Corporation, Detroit.

For five years he directed sales and was head of the Dictaphone department of the Columbia Graphophone Company. This department later was organized as the Dictaphone Corporation, of which Mr. Woodbridge was president for four years.

Has Enders Razor Account

The Enders Razor Company, New York, manufacturer of the Enders razor and blades, has appointed the United Advertising Agency, New York, as advertising and sales counsel.

306 Grocery Wholesalers Tell about Private Brands

MORE light is thrown on the private-brand situation in a report just issued by The United States Printing & Lithograph Company which questioned more than 1,300 grocery jobbers and received 306 responses to its questionnaires. These 306 responses cover a wide area geographically and represent a reliable vertical cross-section of the grocery jobbing trade.

Following is a brief summary of some of the answers:

On how many different items, approximately, do you use your own private brands? One-hundred and eighteen users of private brands, or 61.1 per cent of the users, have more than fifty privately branded items. Fifteen report more than 300, while eighteen report from 150 to 300.

During the last five years has this number increased, decreased, remained unchanged? One hundred and forty-nine jobbers (76.8 per cent of users of private brands) reported an increased number of items. Fourteen users reported a decreased number.

In relation to your entire business are sales of your private brands increasing, decreasing, remaining unchanged? Increasing relative sales volume was reported by 155 users of private brands. Only twelve reported decreasing relative volume.

The most significant question asked was: *How does the sales volume on your own private brands compare with the sales volume on the same items under brands other than your own?* (In answering this question jobbers considered the combined volume on all items 100 per cent.)

Five reported relative volume on own brands as 10 to 20 per cent; eight as 20 to 30 per cent; seven as 30 to 40 per cent; five as 40 to 50 per cent; twelve as 50 to 60 per cent; thirty-three as 60 to 70 per cent; forty-two as 70 to 80 per cent; twenty-seven as 80 to 90

per cent, and twenty-three as 90 to 100 per cent. Thirty-two did not answer, although nineteen of these indicated that private brands are an important part of their total volume.

It will be noted that 156 of the 194 users of private brands (80.4 per cent) estimate their sales volume as more than half their entire business on such items. These 156 comprise 50.6 per cent of all replies from users and non-users of private brands.

The report also analyzes the number of items privately branded compared with the commercial rating of the jobbers who are branding privately. As would be expected, the number of private brand items increases as commercial ratings go higher.

Complete copies of the report are available at the company's offices.

E. T. Giles to Direct National Fireproofing Sales

Ernest T. Giles, for the last five years vice-president of Ketchum, MacLeod & Grove, Inc., Pittsburgh advertising agency, has been appointed general manager of sales of the National Fireproofing Corporation, effective March 1. His headquarters will be at Pittsburgh.

The National Fireproofing company has recently purchased the Vulcan Brick & Tile Company, Birmingham, Ala. New sales offices have been opened at that city and at Washington, D. C.

Three-Year Campaign Planned for Amalie Motor Oil

The Amalie division of L. Sonneborn Sons, Inc., New York, will start a national advertising campaign about the first of April on Amalie Pennsylvania Motor Oil. The campaign has been planned to run for three years and will use business papers and direct mail in addition to national magazines. This campaign will be handled by Street & Finney, New York advertising agency, which directs the advertising of other Sonneborn products.

New Account to Campbell-Sanford

The International Golf Equipment Company, Toledo, has appointed the Campbell-Sanford Advertising Company, of that city, to direct the advertising of its new automatic device for teeing golf balls at practice driving courses and indoor courses. A campaign featuring the new product, which is known as the E-Z-T Golfer, will make use of business papers, golfers' magazines and direct mail.

An Upward Sales Trend in Indianapolis

says the United Business Service

INDIANAPOLIS is one of the 21 "best cities" offering the most favorable immediate sales possibilities, according to a recent report of the United Business Service. Besides these favorable selling conditions, profit possibilities in Indianapolis are greatly increased by an advantageous advertising situation. For here, The News . . . now in its 37th consecutive year of advertising leadership, with a dominant circulation and an *habitually* responsive readership . . . can do the selling job *alone* . . . at only *one* economical cost.



Member of the 100,000 Group of American Cities

THE
INDIANAPOLIS NEWS

1st in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL
110 East 42nd Street

CHICAGO: DAN U. BRIDGE
Advertising Director

CHICAGO: J. E. LUTZ
Lake Michigan Bldg.

"Yesterday in my bath I was seized with a breath-taking thought. Namely, that there are many people in this world disposed to help us if we would only invite their willingness."

LORD WANDERFOOT

(NOW TRAVELING IN THE UNITED STATES)

MONTH after month advertising agencies have become more aware of the serviceableness of Boone market information. It is *accurate*. It is *compactly organized*. It is *quickly available*. It is local—or as *extensive* as you wish.

It is what you wish because it is the Boone Man's habit to weigh

carefully the actual conditions of a business with known market requirements. He has no magic formula of success—but he knows the sound basic merchandising practices which make his cities great markets for your product.

CALL THE BOONE MAN

RODNEY E. BOONE ORGANIZATION

INTERNATIONAL MAGAZINE BUILDING

57th STREET AT 8th AVENUE, NEW YORK CITY

CHICAGO
Hearst Building

BOSTON
5 Winthrop Square

PHILADELPHIA
Fidelity Philadelphia
Trust Building

DETROIT
General Motors Bldg.

ROCHESTER, N. Y.
Temple Building

EVENING

New York Journal
Boston American
Albany Times-Union

Syracuse Journal
Rochester Journal
Omaha Bee-News
Detroit Times

Chicago American
Baltimore News
Washington Times

SUNDAY

Boston Advertiser
Albany Times-Union

Syracuse American
Omaha Bee-News
Detroit Times

Baltimore American
Rochester American

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Automobiles Totaling Over \$96,000 Sold in Four Days Through The Detroit News



DETROITERS know their automobiles. Perhaps that's why they bought \$96,000 worth of Willys-Overland and Willys-Knight cars from Geissler & Company, Detroit distributors, in four days. But—they would have known nothing about the offer had they not all been readers of The Detroit News. To this paper belongs the honors of bringing 10,000 Detroiters to the Geissler doors. The News, alone, carried the announcement. There was only one reason why more cars were not sold, so Geissler & Company says—and that was there were not enough salesmen to handle the huge crowds. More and more advertisers find it profitable to confine their advertising to dominating space in The News.



The Detroit News

THE HOME NEWSPAPER

New York Office
I. A. KLEIN, Inc.

Chicago Office
J. E. LUTZ

Member 100,000 Group of American Cities

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How National Cash Register Determines Sales Quotas

Past Performance and Current Local Conditions Are the Two Most Important Factors in Its Procedure

By C. E. Steffey

General Sales Manager, The National Cash Register Company

THE National Cash Register Company was one of the pioneers in the use of sales quotas. We feel that quotas are particularly valuable as:

1. A measure of the sales possibilities of territories.
2. A measure of the selling ability of salesmen.
3. A means of increasing sales.

Our first quotas were established simply as a mark to shoot at and represented the best judgment of the men who set them. However, our business was young at that time and no one really knew the possibilities of any territory.

As time passed and our business grew, we learned that a good salesman working in an average territory during a normal year was able to sell a certain volume of business, but what we were actually doing at that time was setting quotas on men, rather than on their territories.

Because in those days we had more territory than we had salesmen, this gave us a fairly satisfactory method of setting quotas. However, we soon realized that a quota should reflect the possibilities of the territory and that having arrived at a fair quota, the results secured would in turn be a true reflection of the ability of the vari-

ous salesmen on our force.

Our method of setting quotas is rather simple when compared with the methods used by some others. Certain sales executives may consider it rather unscientific.

We are frank to say in establishing or adjusting quotas each year we are guided more by past performance and current local conditions than by any other factors. Our records extend back for a great many years, showing our net sales by counties for the entire United States and Canada. These records are brought up to date each month.

Also, we have a record of the number of different places of business in each of these counties. This record is revised at intervals of not less than two, nor more than three years.

A few years ago we made a complete revision of all our quotas. Our plan was as follows:

First, we established a total net quota for the entire United States and Canada. This was the mark we hoped to reach or exceed that year. Our next step was to distribute this quota among our various sales agencies.

In making this distribution we first ascertained the total volume of business sold in the



Mr. Steffey: October _____
 Scored 150% on sweeping and ran.
 Saving forward pass attack for last
 quarter. Expect to make _____ %
 Name _____
 Agency _____

An Unique Salesman's Report
 Card as Used by N. C. R.

entire United States and Canada during the preceding ten years. This covered a period of good times and bad and gave us a figure which represented a fair average.

Next, we found the total volume of business secured by each sales agency during this ten-year period. This was done by simply taking the total volume secured by all the counties in each agency.

Having ascertained the ten-year volume of our entire sales force and the total volume of each individual agency, it was an easy matter to ascertain what percentage of the entire business was secured by each agency.

At this point it would have been an easy matter to say that each agency should secure, as its new quota, the same percentage of our new total quota that it had secured of our total volume during the preceding ten years. Or, in other words, simply to keep on producing the same percentage of business in the future that they had secured in the past.

However, every sales executive knows that territories are affected by both local and general conditions and that in adjusting quotas such conditions should be taken into account.

We appreciate that the greatest objection to basing quotas on past performance is that where a good salesman operates the same territory for a number of years he would automatically increase his quota by selling a big volume of business. Conversely, a poor salesman would reduce his quota by securing a low volume of sales.

For this reason we only employ this method as a starting point. However, we were most agreeably surprised to find how closely these figures agreed with the quotas already established, thereby confirming our judgment regarding them.

There is no question about the importance of arriving at fair quotas. Most salesmen object at first to having their quotas raised. Good salesmen always feel more or less humiliated when they fail to secure their quotas. However, it is bad to give a man a quota which is too low, for the reason that many men feel when they have se-

cured their quota that they have done all that is expected of them.

For this reason, in making the final quota adjustments, we call in our divisional managers and go over each agency quota separately and carefully. As our divisional managers are constantly visiting the agencies in their respective divisions, they are quite familiar with local conditions in each of the agencies as well as the selling ability of the men in each agency.

In order that the real possibilities of each agency may be arrived at, we try to take into consideration all those things which have a tendency to influence sales. Some agencies depend upon a single industry such as the manufacture of automobiles, mining, production of oil or some single crop such as cotton, corn or wheat, or the raising of live stock. These agencies have their boom years and their lean years.

Other agencies enjoy a diversity of industries, and when one industry is down other lines may be enjoying a more prosperous year. Those agricultural sections which also depend upon dairying seldom suffer from depression to the same degree as those communities where bi-weekly milk checks are not coming in regularly.

A Difference in Buying Power

Then, again, merchants in some sections of the country do not possess the same buying power as in other localities. It is our experience that in a good territory, during normal times, one of our salesmen can only handle approximately 1,000 prospects. However, in provincial territories, in States like Mississippi or Alabama, at least twice this number may be required to form a territory.

Economic conditions bring about big changes in the sales value of different territories. The Florida boom was an exaggerated sample of rapid growth. Its deflation was a further illustration of just how quickly the sales possibilities of a territory can decline.

Sales quotas in such instances must be set up arbitrarily. Few sales executives place these quotas high enough for the boom, nor do

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Do You Know the REAL Chicago Market?



Maybe your sales in Chicago come close enough to your idea of its capacity for your goods to make you feel that you are doing a satisfactory job. But what if you have accepted an incomplete picture of the Chicago market?

Chicago is tremendous. An error of 5 per cent in computing its potential market for a product can cost an advertiser thousands of good dollars. The least haziness concerning retail outlets and neighborhood characteristics and buying habits, the slightest optimistic distortion of fact may build a distribution as full of holes as a sieve.

If you know the real Chicago market, you know the work the Chicago Evening American has done in providing the first adequate, workable plan for sales control in Chicago and in making the only analysis of Chicago's buying power by definite districts. With these two great studies at your command, you are the master of your own sales destiny in America's second market. The Boone man will tell you about them both—the sooner you ask him to do so the more money you'll make out of Chicago.

**CHICAGO
EVENING**

AMERICAN

a good newspaper now in its TENTH YEAR of
circulation leadership in Chicago's evening field

National Representatives. ●

RODNEY E. BOONE ORGANIZATION

they usually reduce them fast enough to keep pace with the subsequent deflation.

Then there is the steady, healthy growth such as has occurred in sections like Los Angeles. While they also have their slumps, they recover quickly and continue to show a gain because of the tremendous influx of people and money to those sections of the country.

The recent census shows that the movement of population during recent years continues toward the larger cities. This has caused an actual decrease of population in some sections. Such a condition must be recognized in adjusting quotas, particularly for those territories which are largely rural.

One of the surest ways of judging the possibilities of a territory is to compare it with adjoining territories. In such territories conditions are oftentimes almost identical and the number of merchants may be safely used as a principal factor in comparing the quotas of these adjacent territories, one with another.

It is, of course, one thing to set a quota and another thing to get it. However, having once made a certain quota in an agency, it is not unfair to ask the salesman to secure it again.

Our company has probably capitalized sales contests as much as almost any other specialty company. We have done this because of the enthusiasm and the extra effort which these contests generate among our men.

Until something has been done there is always a question whether it can be accomplished. This is why we like, if possible, to secure a certain volume of business from a territory before we establish that volume as the regular quota for that territory. Having once demonstrated that a thing can be done makes it easier to do it again.

No salesman will seriously endeavor to secure a quota that he feels is unfair and no sales contest will be a real success if the salesmen do not enter into it with enthusiasm and confidence.

Quotas actually assist us in securing sales volume because they

furnish us with the basis upon which we conduct sales contests. As a means of accurately measuring the results secured by each salesman, they make it possible to promote a spirit of friendly rivalry between salesmen. Quotas also furnish an equitable basis on which to award prizes during contest months and last, but by no means least, they furnish definite information, from which well-earned recognition and promotion may be given to deserving salesmen.

This is particularly true in the case of our Hundred Point Club which is composed of those members of our selling force who secure 100 per cent of their year's quota. Our Hundred Point Club certainly has been one of the biggest factors in building up our sales.

Not only do our men consider it a very great honor to be a member of our Hundred Point Club, but they very much appreciate the cash prizes and the trips which we give them as a reward for having qualified as members of the club.

The Cream of the Force

The Hundred Point Club represents the cream of our selling force and it is very interesting to see the extra effort put forth by many of our men during the last two or three months of the year to secure the business necessary to qualify them for the club.

At times we make further use of quotas by asking our men to sell a certain number of some particular type of machine during a specified time. For example, we have set a quota of fifty-two machines for our Class 2000 Club this year. A suitable prize will be presented each member of our organization who qualifies for our Class 2000 Club by selling fifty-two of our Class 2000 machines during 1931.

There is a tendency on the part of many salesmen to concentrate on certain types of our product. That territory is best operated in which the salesman does not neglect the sale of any part of our line of machines. Therefore, there are times when we set a special quota



PUTTING "PEP" into PRINTING



PUTTING "PEP" into printed advertising means mixing brains with printers' ink.


An odd shape or unusual bit of designing; an uncommon color combination—any or all of these will help to move the goods off the shelves.

It's worth a try.




CHARLES FRANCIS PRESS

Printing Crafts Building



461 EIGHTH AVENUE • NEW YORK





WHY THEY DECIDED TO USE THE NEWS

A CERTAIN DEPARTMENT STORE

• began to use The News. Many of its buyers, however, were very coy about spending their appropriations in a new medium. But one Saturday afternoon a young woman in the advertising department mistakenly sent us a piece of copy that was (1) premature, (2) not intended for The News. The copy advertised a novel piece of costume jewelry. The rush came Monday morning. The entire stock of ten gross was sold out of the packing cases by three o'clock. Every buyer who saw the mob of buyers said "Me, too"—and The News has done very nicely with that advertiser ever since. We can thank the y. w. who made the mistake for selling this advertiser for us.

• Of course, it's hardly possible to make a mistake in using The News. Advertisers have all sorts of curious reasons for using The News the first time—but the reason after that is because it works! Haven't you any reason for using The News this year?

THE NEWS

NEW YORK'S PICTURE NEWSPAPER

NEWS BUILDING, 220 EAST FORTY-SECOND STREET, NEW YORK

Tribune Tower, Chicago + + + Kohl Building, San Francisco

NOT ONE SUBSCRIPTION

**SOLICITED—BUT WE SCORED A
273% CIRCULATION INCREASE
IN JUST TWO YEARS!**

True Detective Mysteries is an all newsstand seller. Each copy a voluntary 25c purchase. Subscription circulation negligible—and unsought.

Between February 1929 and February 1931, True Detective Mysteries sales have soared more than 273%. The most amazing magazine circulation jump during this period. And that huge gain is proof of True Detective Mysteries' extra-

ordinary *reader-interest* among men.

8 out of every 10 True Detective Mysteries buyers are men. Busy men—intelligent men. They find in True Detective Mysteries' crisp, startling dramas of real life, real crime, today's most absorbing leisure reading. Our February sales, 710,000. Interested? Write for our new reader survey. 2716 Graybar Bldg., New York City.

**MEN BUY 8
OUT OF EVERY
10 COPIES OF**

TRUE DETECTIVE MYSTERIES

"BEST MAN-MARKET COVERAGE"

for a particular month for certain machines, the sale of which we wish to increase.

At one time, several years ago, our sales averaged about 35 per cent receipt printers. To improve the quality of our sales we set a quota of 50 per cent printer sales. Today, our sales average better than 50 per cent receipt printers.

A sales analysis of a certain territory may show that although the salesman is securing 100 per cent of his quota, he is getting it from only a part of his territory. Our record of sales by counties enables us to distribute the agency quota among the different counties in that agency. In this way we are able to determine at any time if each part of the territory is producing its share of the agency quota.

In our business, the number of approaches and demonstrations made by our salesmen bears a very definite relation to the number of their sales. Because this is so, we sometimes give each salesman a quota of approaches and demonstrations to be made during a certain month, or, we may assign a quota of a certain number of pieces of advertising matter to be mailed or distributed to his prospects.

All of this brings us back to that old proposition that if the average man is given a definite task to perform he will be more likely to do it than if he is sent out to work without definite instruction, or without any kind of a yardstick with which to measure the results of his activities.

The selling records of our salesmen are published and sent out at regular intervals to our men. These records show each man's quota and the amount of business he has secured for the current month and for the year to date. We also feature those men who make exceptionally fine sales or who have outstanding records. We do this because we find our men appreciate this publicity. Records with us are always reckoned on percentage of quota and our men are ranked accordingly.

While we endeavor not to set our quotas too high, we are equally careful not to make them too low.

Maximum results are secured by demanding the best efforts of our men. Our best managers are the ones who demand the most of their men.

The happiest and most successful selling organization is the one which is made up of a group of men who are always busy and are always putting forth their best efforts. Such men realize their obligation to their company and they appreciate that, in giving their best, they are not only increasing their earnings but they are, at the same time, strengthening and preparing themselves for promotion.

The greatest kindness that can be shown any salesman is to demand that he do the very best that he can. In this way you make it necessary for your men to make better use of their time and eventually become successful managers of organizations of their own.

J. C. Munn with "Power Plant Engineering"

James C. Munn, formerly with the Bryan-Davis Publishing Company, New York, has joined *Power Plant Engineering*, Chicago, as its representative in the central territory. His headquarters will be at Cleveland.

New Account for Kreicker & Meloan

Bowey's, Inc., Chicago, maker of flavoring extracts, has placed its advertising account with Kreicker & Meloan, Inc., advertising agency of that city.

Joins Riker Agency

Charles Root Cavalli, formerly a member of the advertising department of *Vogue*, New York, and, at one time, advertising manager of Ideal Fashions, Inc., has joined Robert M. Riker, Inc., New York advertising agency.

Appoint Lethrige Agency

Gould, Mack & Company, Chicago, investment securities, have appointed Lethrige, Inc., advertising agency of that city, to direct their newspaper and class magazine advertising.

With Detroit Typographer

William Sweikert, formerly with the production department of Austin F. Bement, Inc., Detroit advertising agency, is now sales manager of the C. Benjamin Stapleton Company, Detroit, advertising typographers.

Fifty-Six Functions of Advertising to Industry

A List of the Major Needs That Can Be Filled by Advertising to Industry When Such Advertising Is Carefully Planned and Properly Directed

By R. Bigelow Lockwood

SCATTERED among the experiences of many manufacturers advertising to industry is the record of what well-planned advertising effort may accomplish for an institution, a product, manufacturers' salesmen, dealers and agents, etc. These accomplishments or objectives are so many and varied—so widely diversified—that one experiences difficulty in naming, off-hand, a list that might be termed truly representative.

That a complete list would be of value as a guide and working tool in planning sales and promotional effort is obvious, were it possible to classify and group in brief, workable form, the specific things that industrial advertising can do for the various branches of a business.

From authoritative sources, the writer has compiled what represents, for the first time perhaps, a complete classification of principles governing the functions of advertising that is directed toward industry. By checking the items on this list against the specific problems encountered, a work sheet of real value may be obtained as a foundation upon which to build. The size of such work sheets will vary, according to individual needs. Some manufacturers will include a few headings only, while others will incorporate many. In any event, the compilation will serve as a target of aims at which to shoot. The following then are the major needs which can be filled by advertising to industry when such advertising is carefully planned and properly directed:

I. RELATING TO THE INSTITUTION

1. *To establish leadership in a field to counter a loss to competition.* A problem frequently encountered. Too often is reputation

and prestige placed in a hazardous position when another company seriously attacks what is so frequently thought to be established standing.

2. *To keep the name of the institution in constant association with other significant names in the field.* An institution is known by the company it keeps. To be classed among the leaders is a tangible asset. The stigma of being classified as an "also-ran" is something to be avoided.

3. *To control your own business and the good-will it has created.* The reins that govern accomplishments already won must be held tightly. Uncontrolled power often exhausts itself in non-productive channels, dissipates its energy and slows down momentum.

4. *To build a stable foundation in a field so that new products may be launched.* Confidence is vitally essential as a background against which to bring out a new product. Reputation, integrity, financial stability, etc., are all guarantees of the ability of an institution to introduce and uphold a new line.

5. *To prevent industry from believing that the manufacturer is slipping.* Rumors of this sort can spread quickly and cut into the profits of a business. It is essential to spike them and give the field the true facts in regard to stability and permanence.

6. *To keep customers sold on the standing of the house with which they are dealing.* Restatement of policies refreshes the mind of the buyer and strengthens his belief that he is placing his orders in good hands. Advertising to this end forms a protective coating of confidence.

7. *By intensive advertising to discourage other manufacturers from*

DURING 1930, nearly two thirds of all national or general advertisers using Detroit newspapers, bought space in The Free Press.



SEVEN hundred eighty-six out of a total of twelve hundred twenty-eight advertisers who advertised in Detroit during the year, placed all or part of their appropriation in this newspaper.



THIS is good evidence, we believe, of the high value placed upon the buy-

ing circulation of The Free Press—of the opportunity this newspaper offers to influence the homes in this market that purchase freely.



THE only exclusive, every-other-home morning coverage in the Detroit Market.

The Detroit Free Press

VERREE &
National



CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

entering a field. The effect of aggressive advertising on the part of a manufacturer holding a strong position tends to narrow the competition. Less aggressive manufacturers hesitate to buck the game when they count the price and risk of such effort.

8. *To strengthen the position of a manufacturer with banking interests and others interested in the financial structure of his company.* Loans are more likely to be extended to the company that can point to an aggressive sales and advertising policy. The market price of a company's stock often reflects its advertising effort due to confidence established as a growing and wide-awake concern.

9. *To attract to the organization desirable personnel and help hold it.* A new organization, especially, often considers it desirable to attract to its ranks prominent engineers and others from other organizations in the same line. A consistent program of advertising builds the impression that the organization is in business to stay, to achieve accomplishments and is a good company with which to become connected.

II. RELATING TO THE PRODUCT

1. *To educate a mass or class group to a product and its uses.* Such a problem may likely hinge on the need for influencing a trend in industry or changing certain phases of industrial practice.

2. *To create acceptance or recognition for a product.* Under this problem may appear, at times, the need for breaking down prejudice with subsequent acceptance of the product offered. In any event, the function of such advertising is to establish the product as a unit of standard practice.

3. *To make sales of a product.* This particular function relates to a mail-order business, where each advertisement is judged on its ability to make direct sales.

4. *To identify a product in a way that will deter substitution.* In other words, to "tag" a commodity, by trade-mark, form, type of container or some other characteristic, so that the product will be asked for and recognized. Identity must

be established together with close association that makes no mistake when buying.

5. *To win acceptance quickly for a new product in an existing line.* Entry of a new product into the existing line of a manufacturer should be properly introduced. The new member of the family, while it must stand alone in performance and value, draws support and confidence from the other products with which it becomes associated.

6. *To establish with the ultimate consumer a recognition of an accessory or part that is sold to a manufacturer to be built into his machine.* Creating consumer demand for a certain unit used in design establishes pressure on the manufacturer to incorporate such a part or accessory in his equipment—as for example, a certain make of ball bearing.

7. *To force a manufacturer to change his product by a pressure created by advertising to the manufacturer's prospect.* Consumer influence may often force a manufacturer to modernize or otherwise change his product so that it better conforms to the needs of the user.

8. *To maintain the purchaser's interest in the product after purchase.* To build up pride of ownership, thus paving the way toward future sales and retaining hold on the business. The factor of recommendation to other consumer uses also enters strongly into this objective.

9. *To sell the services behind a product.* It is an asset to make the user feel that the interest of a manufacturer does not cease with the sale; that back of the product is a service that keeps it in good condition. This objective may also take the form of stressing engineering service.

10. *To stimulate purchase of repair parts from the manufacturer of the original product.* Not only to build a profitable branch of the business, but also to assure that the correct repair parts are used in order to assure best performance of the equipment.

11. *To protect customers from buying old models.* This may link in with a modernization program



No--- the Package at the Right

NO ONE doubts the dealer's control when the consumer is in doubt—but against consumer *specification*, the retailer is powerless. And every morning more than 113,000 consumers are exposed to acquaintanceship with goods advertised in The Florida Times-Union.

Because of the unequaled position of strength, represented by "Florida's Foremost Newspaper," dealers like to parallel their stocks with manufacturer's advertising—then maker, retailer and consumer benefit alike.

The Florida Times-Union
JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco
Member of the 100,000 Group of American Cities

KEEP AWAY *from* Wall Street

IF you insist, give your secretary a small stake to play for you. Her guess may be as good as yours.

In the meantime, keep your own mind on the market for your own goods—not somebody else's stock.

Bank on the bull buying of a dozen million families—rather than the lamb gambols of a few thousand traders.

Next door to Wall and La Salle Streets are five million square miles where margin is only the gutter of a letter. For every one of our club car comrades who blows about his bankroll or blows out his brains, a thousand mechanics, plumbers and policemen will quietly spend their two or three hundred a month. And make the dividends that make you rich regardless of pools, bankers or call money rates.

Sixty-five per cent of our urban families—the wage earner backbone of business—are still fifty-six per cent better off than they were before the War. They are still eating, burning gasoline and flipping an electrical switch to do their housework. They are

still responding to a merchandising intelligence, integrity and industry that would be wasted on a ticker.

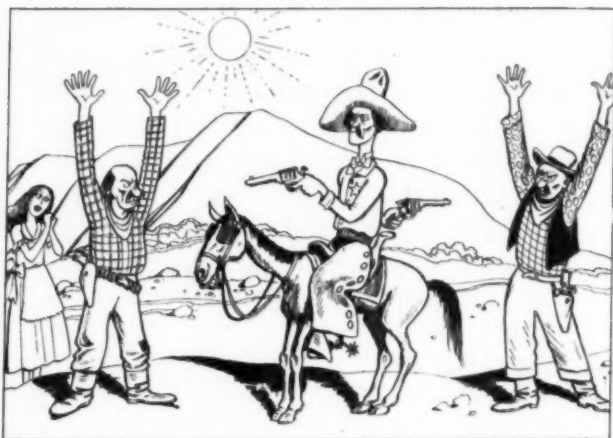
To business men who want to get rich—surely, rather than quickly—True Story offers the only major magazine advertising concentration in the wage earner backlog of America. The “white collar” minority may be adding Wall Street tip sheets to the three or four other magazines they read every month. But True Story families are still sticking pretty much to the “only magazine they read,” giving it the biggest dollar volume sale in publishing history—and, again this spring, in its own history.

You need not study the new market magazine advertising possibilities of your own business as thoroughly as your chauffeur ponders his cigar store racing form to see that True Story *alone* may add more to your profits than all the stock tips buzzed into your ear during the past week.

A lot of people are going to be lucky in the coming bellow of the bulls. But our record breaking spring billing leads us to believe that a record number will secure their old age through judgment of their own horses rather than betting on the field.



What's wrong with this?



There are twelve mistakes!

WE have put on extra help anticipating an avalanche of replies from readers of *Printers' Ink* and to the one first under the wire with a successful solution there will be awarded two large red apples—or a thin dime. Incidentally, this is one of the many new, regular features of

The Elks Magazine

The Largest Magazine for Men

50 East 42nd Street

New York City

and an advocated policy of dispensing with obsolete equipment. It also serves as a warning not to accept old stock or types from dealers attempting to palm off old stock.

12. *To assure intelligent use and understanding of product when far removed from source of supply.* As for example, in the case of mining equipment where the product is often used in isolated regions, hard to reach on the part of the manufacturer. A clear understanding, therefore, of the product itself, helps users to maintain it in good service in times of sudden emergency.

III. RELATING TO MANUFACTURERS' SALESMEN

1. *To prepare the way for salesmen by selling the need, type and make.* In short, to do the missionary work, pave the way for the salesman's visit and shorten the gap between order-talking and order-taking.

2. *To keep contact with the buyer between sales calls.* Gaps between salesmen's calls open wedges for competition and fade salesman personality into the background. Contact through advertising keeps the product in the picture and hence the man who sells it.

3. *To reach buying influences within a company that a salesman cannot locate economically.* A salesman is of necessity limited in his contacts. He is often on dangerous ground if he attempts to go over the heads of the individuals on whom he calls. Advertising has the entrée and presents his message to many to whom he would not otherwise appeal.

4. *To confirm the salesman's story by a printed statement.* To add the strength of documentary evidence, over the name of the manufacturer, to verbal assertions.

5. *To "set up" the salesman by showing his special qualifications for service to the prospects.* Particularly valuable when engineering service is at stake and the salesman acts as a consultant. Such advertising is an introduction by the manufacturer and shows that

the institution is behind the individual.

6. *To place behind sales arguments or facts the valuable element of repetition.* A salesman's calls must of necessity be few and far between. He can only present his story once or twice in any given time. Advertising repeats constantly the things that a salesman would say were he present to deliver his sales message in person.

7. *To keep personal selling on the right track.* When a manufacturer's salesmen constantly see the advertising of their organization they are naturally influenced by it in their work. It helps to keep the fundamentals of selling clearly in their minds. They are more apt then to reflect in their sales solicitations the policies of the house they represent.

IV. WITH RELATION TO DEALERS AND AGENTS

1. *To attract desirable dealers and agents.* A bid from the manufacturer for desirable sales channels as outlets for his line and a necessary part of a distribution program.

2. *To keep present dealers sold on the standing of the house.* A factor to offset inclination to change lines and cement continued good relations plus dealer pride in handling the product.

3. *To build up the standing of dealers or agents with their customers.* Consumer confidence in a sales outlet helps keep orders from straying. A dealer or agent is the representative of a manufacturer and may well be featured in advertising accordingly.

4. *To explain quickly to dealers and agents a house policy that may effect good-will.* Advertising is thus used as a news bulletin to keep dealers informed.

5. *To counter a loss in sales volume due to loss of interest by dealers or agents, caused especially by keen competitive selling.* The need for a "jacking up" policy is often felt. Conditions may call for whipping up enthusiasm and stimulating interest in the matter of pushing a certain line.

6. *To control and direct demand*

to dealers instead of leaving them free to push favored products. Certain lines may be more difficult to sell and service than others. A manufacturer may advertise heavily on certain units in the effort to counter dealers' inclination to operate along lines of the least resistance.

7. *To move goods that have been sold to distributors.* The manufacturer as well as the dealer is benefited by quick turnover. Advertising may thus aim to keep products in motion; a responsibility that a manufacturer must often assume, in part.

8. *Help dealers sell.* Through educational advertising, sales helps, etc. A manufacturer should be interested in a dealer's selling methods, and seek to better them, if possible.

9. *To show where stocks are available.* Information of this kind, promoted through advertising, speeds the movement of products, saves time for the buyer and creates good-will among dealers and agents.

10. *To merchandise to distributors the advertising and other sales helps used to assist dealers to sell.* Thus proving that a demand is being created through dealers for fresh stock, due to educational work aimed to help them move the products more rapidly.

V. WITH RELATION TO INQUIRIES

1. *To elicit inquiries for a catalog or other literature.* Placing such material in the hands of interested prospects is an essential part of many sales plans. Data of this sort are an elaboration of the advertising message.

2. *To elicit inquiries about a product for sales follow-up.* It is a help in selling when members of a sales force can be put in touch with live prospects in their territories. Concentration can then be made on prospects who are interested and the percentage of random calls cut down.

3. *A searching campaign for new uses of a product.* New uses mean an extended market because of new channels of application. Their discovery helps build volume business.

4. *By securing information by*

inquiry that will enable salesmen to be more selective in sales calls. Salesmen armed with discovered facts relating to a prospect's needs can eliminate many preliminary steps in a sales solicitation and arrive quickly at the facts of major interest to the buyer. Calls may be picked to include those who evidence the greatest need. Moreover, being forearmed, a salesman can assemble specific data in advance, thus being better prepared to render real aid.

5. *To get prospects to visit the laboratories or plant of a manufacturer.* Often such visits clinch the contract. The prospect is impressed with what he sees and is convinced of the ability of the manufacturer to turn out a good product.

6. *To offer samples for test purposes.* Through advertising, a manufacturer may bring his product into many hands that otherwise might have no opportunity to test its value. Test, in such cases, often means conviction.

VI. GENERAL

1. *To present your sales story in exactly the way you wish it to reach your prospect.* Verbal assertions may be distorted. The printed policy affords an opportunity for checking and serves as an authoritative guide.

2. *To discount time in establishing a new market.* Accelerates the momentum when getting under way; in other words, places sand on the rails.

3. *As a protection on patent rights.* Sales data, in terms of product and design, establish priority and fix dates.

4. *To establish a trade-mark against the time when patents expire.* Patents may one day become public property, but a trade-mark, when firmly established, identifies the manufacturer and product as the original.

5. *Clarification of patent rights.* Often the designer of a product must needs establish the rights to his patents as protection against confusion, particularly when a competitive product approaches his own in general design and function.

6. *To decrease operating costs*

A Bunch of the Boys Were Whooping It Up

AND I'm not singing ballads of the frozen north either. I'm talking about the lads who get one swell adjective like "First" and then apply it all up and down the scale of newspaper sales talks. The fact that the adjective is misplaced more often than not, doesn't particularly disturb the consciences of these gentlemen. Nor does the fact that the adjective is sometimes made to modify an adroitly juggled figure. Scan through the pages of any trade publication and see what you find. You'll be amused. Then take The Examiner's claims and try the same stunt. The largest morning and Sunday circulation west of the Missouri River checks with A.B.C. An overwhelming lead in general advertising for 1930 is O.K. with Media Records. The thing to remember is that some of the papers in this country have nothing to hide and that The Examiner is one of them. If we can't do a better job for your product in this fourth market than any other morning and Sunday paper, I'll don sackcloth and ashes and mourn at the bier of truthful advertising.

LOS ANGELES EXAMINER

PUT YOUR MESSAGE BEFORE THE MODERNS

when sales are made through commission type of compensation to salesmen or agents. By making selling easier, resistances are broken down and salesmen or agents can make more calls, thus increasing the volume of business. It is by volume business that a manufacturer increases profits when the commission type of compensation is employed.

7. *To overcome seasonal slumps.* Thus spreading sales over the entire year rather than concentrating them at peak periods. Many so-called seasonal slumps are psychological and may be overcome by the right kind of educational advertising.

8. *To teach value to those who are not trained buyers.* Many buyers need to be impressed with the ultimate economic value that surrounds the purchase of a high quality product. Value is the best assurance of performance and satisfaction.

9. *To aid in maintaining prices to wholesale and retail outlets.* Too often such outlets are prone to switch to a cheaper product for the sake of possible wider margins of profit. Or a sales outlet may stock small quantities and push another line. The manufacturer must maintain his price scale and stimulate demand.

10. *To pave the way for price changes.* If upward, logical reasons must be given to hold trade. If downward, the price move may be stressed as an opportunity of economic value at no sacrifice of quality.

11. *To promote intelligent buying.* In this case, advertising becomes the buyer's guide; a central point from which to gather information.

12. *To combat illegitimate practices in an industry by co-operative advertising of a group of manufacturers.* The strength of opinion and influence exerted by a representative group of leaders may well be expected to have decided influence and result in the accomplishment of the objective.

* * *

From the foregoing points, any manufacturer may compile a list of objectives that will cover the

major problems encountered in connection with industrial selling. Each one is naturally worthy of considerable elaboration, but the present purpose in listing them is to offer a guide to accomplishments that are possible, rather than to lay down any rules for operation. To make the advertising under any of these headings most effective is the problem of the advertiser, and different lines of business will require individual treatment, dependent on organization set-up and other factors. At least, however, the guide-posts are clearly marked—which is as far as the writer has attempted to go. Modes of travel along the highways and lanes pointed out can best be selected by careful study.

Chicago A. N. A. Group Holds First Meeting

The local-national newspaper rate question and the matter of newspaper publicity were the chief topics of discussion at the first meeting of the recently organized Chicago Group of the Association of National Advertisers last week. Representatives of sixteen national advertisers were present.

The next of the monthly dinner meetings will be held on March 10 at the Palmer House, Chicago. Subjects scheduled for discussion include sponsored motion picture films; the preparation and distribution of window display advertising; radio advertising; and, again, the local-national rate question.

World Wide Agency Elects Officers

Emil Maurice Scholz was elected president and director of the World Wide Advertising Corporation, New York, at its recent annual meeting of stockholders. George E. Voelxen was elected vice-president, secretary, treasurer and director. William G. Fallon, Ellis J. Finch and Howard S. Zoll were elected directors.

Roofing Account to Anderson, Davis & Hyde

The Ludowici-Celadon Company, Chicago, maker of roofing tiles, has appointed Anderson, Davis & Hyde, Inc., New York advertising agency, to direct its advertising account.

C. L. Rice with New York "Times"

Chester L. Rice, formerly with *Iron Age*, *Advertising & Selling* and *Forbes*, has joined the advertising staff of the New York Times. He will be in charge of building materials advertising.

The Examiner
continues to take
your sales message
into more homes in
this territory than
any other newspaper



Just as it has for
more than 35
consecutive years



San Francisco EXAMINER

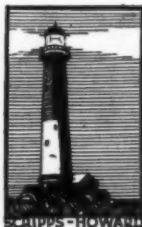
*FIRST—in Circulation, Retail
Lineage, General Lineage
and Classified Lineage*

Now, how much Cle does come from Ak

*This amount
does*



*This amount
doesn't*



MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.

The Cle

SCR

NATIONAL
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chCleveland business mAkron?

RECENTLY 110 Cleveland retailers were asked "How much of your sales volume is obtained from Akron?"

The merchants said "Less than 0.34%."

At the same time 53 Cleveland wholesalers, jobbers, and factory representatives were asked the same question.

And they said "Less than 3.24%."

* * *

It is obvious, then, that Akron is not a suburb of Cleveland; Akron people do not buy in Cleveland, do not read nor respond to advertising in Cleveland newspapers—not even *The Press*!

If you have something to sell to Akron people, buy space in Akron newspapers.

But why worry about Akron, when the **TRUE** Cleveland market offers a compact sales possibility unequalled anywhere in this section of the country.

And *The Press*—reaching 9 of every 10 English-reading Cleveland families in all classes and of all living standards—is here to do a *profitable* selling job for you!

hCleveland Press

SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

VALUE IN BOSTON

It is natural that the regular week-day editions of the Boston Evening Transcript should sell for 50 per cent more than any other daily in Boston.

The Boston Transcript is worth more to its readers ...and its readers are worth more to advertisers.



BOSTON EVENING TRANSCRIPT

Highest ratio of BUYERS to readers

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles Seattle

Co-operative Dealer Advertising or Dealer Subsidies?

Millions of Dollars Are Being Diverted from Good Advertising into Ineffective Channels

By Don Gridley

THE time has come for American advertisers to make a determined effort to clean up the confusion that is clustered about the subject of co-operative dealer advertising.

The first manufacturer who conceived the idea of co-operating with retailers by sharing a part of the retailer's advertising costs, undoubtedly had a bright idea but there is no questioning the fact that he had no realization whatever of what would be the logical outgrowth of his practice, nor to what abuses it would lead. As a matter of fact, on his simple foundation has grown a structure so complicated that some of its ramifications today are threatening the economic value of good advertising.

The subject of co-operative advertising with dealers has been brought sharply into the foreground by the publication of "Vertical Co-operative Advertising" (McGraw-Hill Book Company, Inc.). The author of the book is Lawrence Campbell Lockley, formerly of the research staff of the Graduate School of Business Administration of Harvard University and now of the School of Commerce of Temple University. His study was undertaken at the suggestion of and in conjunction with the Association of National Advertisers, Inc.

The somewhat technical title was intentionally chosen to distinguish between two confused terms. The book does not deal at all with co-operative advertising among manufacturers, such as association campaigns, etc.

It defines vertical co-operative advertising as "any kind or sort of advertising—publication, radio, car-cards, outdoor, or other—the cost of which is shared between a manufacturer and his retailers—

or occasionally his wholesalers alone or both his retailers and wholesalers—by means of the contribution of money, credit, services or merchandise."

More simply stated, vertical co-operative advertising falls under six classifications:

- (a) Advertising allowances to retailers.
- (b) Purchase by the manufacturer, of store display space from the retailer.
- (c) Purchase by the manufacturer, of retail sales support.
- (d) Joint payments for advertising done by the retailer.
- (e) Joint payments for advertising done by the manufacturer.
- (f) Furnishing by the manufacturer, of dealer helps and advertising material.

The author does not deal at all in his book with classification (f), because this differs widely from the other classifications and does not lead to the illegitimate abuses that the others do.

The findings reported in the book will astound most advertisers, even those who are engaged most actively in various types of vertical co-operative advertising. It relates, for instance, the case of a company that is paying an advertising allowance of \$12,000 to a chain of 400 stores, although the total purchases of this chain from the company is about \$35,000. It reports that seven manufacturers in the drug field pay to chains cash advertising allowances amounting to from 10 per cent to 15 per cent of the total purchases made by the chains from those advertisers.

It shows instance after instance of how manufacturers theoretically pay dealers for co-operative advertising space and yet require no evidence on the part of the dealers that the space is used, nor actually expect that all the dealers will actually use the money for space. A number of sections in the book

demonstrate convincingly that vertical co-operative advertising is no longer co-operation, but subsidization.

The whole situation has now reached a stage where it has become necessary for advertisers to decide whether they are going to temporize still further and thus condone dealer subsidization at the expense of good advertising. This is a subject that interests not only the advertiser, but also the agency and the publisher because as more and more money is being allowed to drift down the by-channels of merchandising expense, manufacturers are threatening seriously to limit their appropriations for advertising in accepted, approved mediums.

Of course, if it were possible to prove that vertical co-operative advertising, as it is now used, is a more economical form of placing merchandise in the hands of the buying public, the supporters of other forms of advertising would have to accept co-operative advertising as a legitimate competition. However, it is charged by Mr. Lockley that, in most cases, vertical co-operative advertising is uneconomic, does not accomplish the end for which it was intended, and in some respects is anti-social. If this is true, and he brings up some convincing arguments to prove that it is true, the subject should be opened for thorough, serious discussion.

Reduced to its essentials, the practice is an effort on the part of the manufacturer to get preferential treatment from the retailers. Basically, this is a legitimate practice. Actually, as carried out, the practice does not accomplish what it is intended to do.

The author charges in his book that vertical co-operative advertising is competitively unnecessary, although one of the chief excuses usually given by advertisers who are following the practice is that competition has forced them to use it. The report points out that two food manufacturers who discontinued all co-operative efforts said that they suffered no decrease in sales. The author shows that as

soon as one manufacturer uses vertical co-operative advertising, others use it and, eventually, it becomes standard in each field and, therefore, it loses its preferential advantages early.

He further points out that retailers purchase merchandise with respect primarily to its salability and regard advertising allowances as a secondary consideration except when choosing between merchandise of seeming equality. In using the term "advertising allowances" in this particular instance, he refers to the general co-operative practice. Finally, he says, that retailers prefer outright price reductions to vertical co-operative advertising because they resent the partial control of their advertising that the practice gives the manufacturer.

Furthermore, he maintains that the practice does not force aggressive retail support for products because of various reasons. First, we find many instances where several competitors are giving co-operative help to the same retailers. Thus, these retailers have the same latitude of choice that they would have were they receiving no co-operation. Second, the practice works out only under exclusive agreements where, as a rule, the manufacturer can secure aggressive retail support. Finally, he maintains that when a manufacturer's competitors give advertising allowances, the sounder policy for the manufacturer is an outright price reduction, instead of a veiled price reduction which the hypothetical allowance usually is.

That vertical co-operative advertising is not a sound method of attempting to widen a retail market, he believes, is shown because it tends to reduce the manufacturer's volume of national advertising, without the assurance of a concomitant increase in local advertising. Further, it tends to encourage price-cutting and thus to force the retailer's emphasis to more profitable lines.

Touching upon one of the worst evils which has arisen out of the practice of vertical co-operative advertising, he points out that this

FASHION

Some years hats slip down on lovely ladies' eyebrows and some years perch on backs of heads. But the girls don't mind. It's *fashion*.

It's what the greatest number want at the same moment.

There are fashions in newspapers as in hats; but for more than ten years the continuous fashion in man-size Sunday newspapers has been the **NEW YORK AMERICAN**. It far outsells its field. More than a million families want it in preference to any of its competitive papers.

In the suburbs 48 out of every 100 families that prefer standard size papers buy it.

And in the city 34 out of every 100 of the same better-than-average-class families buy it.

In the vernacular of the stylists, the **AMERICAN** is "*important*"—important as a keynote of what New Yorkers like to read and suggesting a way to place your sales message next—favorite-reading-matter.

**SUNDAY
NEW YORK AMERICAN**

a Million Families are Million Spenders

Nationally Represented by **PAUL BLOCK & ASSOCIATES**



practice tends to force the manufacturer to favor the large retail organization over the small independent. Thus, the small firms are penalized; that is, they are really made to pay more for their merchandise, and the extra profits that the manufacturer makes from the small retailer are used to cut prices by secret concessions to the larger firms.

After analyzing his findings, the author believes that in many cases vertical co-operative advertising, often intended to reduce the cost of selling, actually adds to the cost. In theory, of course, the manufacturer buys extra support, particularly from chain stores. In practice, a number of chains more or less frankly admit that various allowances given to them under the guise of co-operation, are really subsidies paid to them to carry certain merchandise.

Finally, the author attacks vertical co-operative advertising in many of its aspects as distinctly anti-social. He maintains that the practice is a means of hindering the eliminative check implicit in our social structure. It also tends to cause waste through the possibility of a duplicative payment to the retailer for functions for which he is compensated in his gross margins. This is particularly true in the case of the chain stores which are already getting price concessions over and above retailers with smaller buying power.

Also, the principle of the division of labor in marketing—not violated, but rather obscured by direct sale to retailers on the part of large manufacturers and by chain-store methods of distribution—seems to be limited by the assumption on the part of the manufacturer of a portion of the retailer's function. Finally, vertical co-operative advertising, insofar as it encourages the large retail organization over the small independent, tends to throw control of distribution into the hands of the large retail group.

In condemning many forms of vertical co-operative advertising the report is very careful to point out that it has legitimate forms which have legitimate uses. No

one can deny its value to the manufacturer seeking to introduce a new product in a highly competitive field. Here, even, it is often abused by manufacturers.

The report points out that in many fields vertical co-operative advertising has not led to the abuses which are so prevalent, particularly, in the food and drug fields. Where manufacturers operate under exclusive agreements, or semi-exclusive agreements, such as are frequent in the marketing of products like radios, electric refrigerators, automobiles, etc., vertical co-operation is a legitimate and effective form of advertising expenditure.

Subsidization or Co-operation?

The most serious charges brought against vertical co-operative advertising are, it seems to me, that it is really subsidization and not co-operation. Basically, some of the current forms of co-operation are hypocritical price concessions, secret in nature, and by their very secrecy, not standard, and therefore highly discriminatory.

Many of these concessions are given in return for very doubtful co-operation on the part of the retailer.

Probably the most serious fact about the current situation is that many forms of vertical co-operative advertising actually add to the net cost of selling and lead to the divergence of funds from really legitimate and effective forms of advertising.

"Vertical Co-operative Advertising" promises to be one of the most significant advertising books of 1931. It plunges boldly into the heart of a highly controversial subject and throws the cold light of reality upon a practice which has been allowed to flourish without check and often more or less secretly. The book, of course, will meet with considerable opposition from advertisers who are wedded strongly to the practice of vertical co-operative advertising, and it is safe to predict that chains and department stores will be particularly bitter in their denunciation of its findings.

Something Has Happened In PITTSBURGH

The Sun-Telegraph published 85,689 lines of automotive display advertising during January, 1931—7,571 lines more than its evening-Sunday competitor. These figures include the lineage published during the Pittsburgh Automobile Show. The Sun-Telegraph led the other evening-Sunday paper in new passenger-car advertising in the Show Issues, Sunday, January 18.

Figures by Media Records, Inc.

TIMES HAVE CHANGED IN PITTSBURGH

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

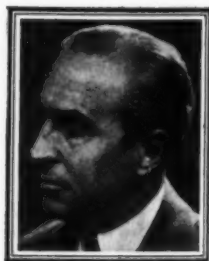
A case of EXTRA HELP

BECAUSE there are quite a lot of us, and because our methods of work allow for plenty of individual initiative, we have built up unusual resources of experience. There is scarcely a form of business activity with which some member of our staff is not acquainted: Many of us are as much at home in the meetings of certain manufacturing industries as we are among the men of our own organization.

And so almost every day we find situations where we are able to give some client important extra help—simply because the group of men and women who regularly serve the account are backed by the diversified experience of some 600 people.



ALEX F. OSBORN
Vice-President
Manager of
Buffalo Office



G. G. FLORY
Manager, Outdoor Advertising
Department
New York



LAURICE T. MORELAND
Account Representative
Boston



JOHN HIRAM McKEE
Account Representative
New York



WILLIAM SPIER
Program Director
Radio Department
New York



DALE G. CASTO
Assistant Account Representative
Buffalo



RALPH C. CHAMPLIN
Writer
New York

Batten, Barton, Durstine & Osborn

INCORPORATED

ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

PROMOTING PROFITS for the RETAILER



National Advertisers can cash in on this Courier-Journal and Times promotion by effectively advertising their products in this market, making them an important merchandising asset to the local retailer. To effectively cover Kentuckiana at one low cost only one medium is needed —

To this end and to help retailers of this community with some of the many phases of modern retailing, The Courier-Journal and The Louisville Times are conducting the Louisville Retail Institute which will be personally directed by Charles W. Mears. Over 1,000 local merchants and their employees registered within a week, indicating their interest and confidence in the promotions of these progressive papers.

THE COURIER-JOURNAL THE LOUISVILLE TIMES

REPRESENTED NATIONALLY BY THE BECKWITH SPECIAL AGENCY



How to Test an Advertising Campaign

Test Campaigns Are a Fundamental Part of the "Objective and Task" Method of Building an Advertising Appropriation—The Third and Concluding Article of a Series on How to Determine the Advertising Appropriation

By Albert E. Haase

Managing Director, Association of National Advertisers, Inc.

IN the second article in this series* of three, in which I discussed the "objective and task" method, attention was called to the importance of test campaigns in the application of that method of determining the appropriation.

No discussion of the use of this method would be complete without a fairly detailed explanation of the technique of conducting test campaigns.† Such an explanation is here attempted with the help and assistance of Lawrence C. Lockley, of the faculty of the School of Commerce of Temple University, Philadelphia.

Test campaigns may be conducted for either of two purposes: (1) to learn how much of a given kind of advertising will be necessary to attain a definite goal in sales volume, or (2) to appraise the productivity of particular kinds or variations of particular kinds of advertising.

There are two reasons, either or both of which may make necessary the attempt to measure the results of advertising (a) the desire to appraise the productivity of particular kinds or variations of particular kinds of advertising; (b) the desire to learn how much of a given kind of advertising will be necessary to obtain a definite goal in volume of sales. There is a

definite technique for securing approximate answers to these questions.

In discussing test campaigns, it should be said at the outset, emphasis must be placed on the approximate nature of the results to be obtained. A firm's sales volume is a joint product of all its selling efforts—missionary salesmen, dealer helps, special deals for the retailer, house-to-house sampling, educational work with dealers, package design, business-paper advertising, consumer advertising, etc. The influence of advertising is inextricably interwoven with the influence of all of these factors, and any attempt to measure the results of a firm's aggregate advertising program is likely to reflect the unseparated effect of the whole sales promotional program.

Further, this sales promotional plan is likely to be materially affected by forces outside of the advertiser's control, chief among which are: (a) economic conditions, seasonal, regional and cyclical; (b) the state of primary demand, or inter-industrial competition; (c) the state of selective demand, or intra-industrial competition; (d) the derivative nature of the demand, and (e) the market turnover or frequency of new users.

This melange of variables does not preclude testing or measuring the results of advertising, but it does indicate the great need for care in control of variables, for the closest possible approximation of control similar to that of the laboratory.

In general there are two classes of consumer advertising: (a) that which stimulates a direct response

*The first two articles in this series by Mr. Haase appeared in the issues of February 5 and February 12, both under the title: "How National Advertisers Determine the Advertising Appropriation."

†This same statement applies in part with respect to "The Mail-Order Method of Buying Inquiries or Direct Sales" for determining the advertising appropriation, which method was discussed in *PRINTERS' INK* of February 5, 1931.

from the prospective purchaser to the advertiser or his representative, and (b) that which seeks to get prospective purchasers to buy a product from a retailer.

The most usual instances of the former are direct-mail and mail-order advertising, and coupon advertising that elicits sales leads. Here there is an objective measure of the performance of the advertising.

The other class is typified by the bulk of general consumer advertising in magazines, newspapers, outdoor displays, car-cards and radio broadcasting*. Here the purpose of the advertising is completely identical with that of the bulk of a firm's sales promotional activity—to increase the number of sales through regular retail channels.

Direct-Response Advertising:

The problem of testing direct-response advertising, though much simpler than that of the other type, still has its pitfalls. The difficulties come in the necessary precautions for validity; the main outline of the method to be used is simple:

1. A detailed analysis of the particular market to be reached should be set down.

2. A detailed classification of the elements of the mailing piece or the advertisement should be made.

3. A list should be made of all that can be learned of the pros-

pect's conditions on receipt of the advertising—the day of the week, the time of the month, the season whether at home or in his office, etc.

4. An inventory should be made of the total group of accessible prospects.

5. A conclusion should be reached as to the size of the sample needed to constitute a valid test. There can be no general rule here since the necessary size of the sample is a function of the homogeneity of the group. Fifty or a hundred members of a group of similar interests and needs, so far as the proposition under consideration is concerned, may react typically of the group, whereas 1,000 or even 5,000 may be necessary to secure a genuine cross-section of a group of diverse interests and needs.

6. A precise statement of the objectives of the test should be formulated.

7. A schedule of tests should be drawn up. For strict accuracy, it is necessary to have the advertising under consideration reach prospects at approximately the same time, though this is not always possible.

8. Some satisfactory key should be devised. Such devices as requesting the prospect to refer to a given number or letter of department are not always satisfactory. Where possible, variations in a street address are safe, and when this is impossible, the renting of

*Coupon returns are frequently used as a measure of the effectiveness of this kind of advertising. But when the coupon is added to a general display advertisement for a product which is sold only through retail stores, it ceases to be a direct index of the effectiveness of the advertisement. The reader's impulse to send for a booklet, a sample, or a novelty is not necessarily the same impulse which leads him to go to a retail establishment and buy a product. A further objection to the use of coupon replies as a means of testing the quality of general advertisements is that the temptation to go after coupons and to subordinate the general sales message to the emphasis on returning coupons is always present.

If an advertising department is to be judged—as is frequently true—by the volume of coupon response, the advertising executive is tempted to design advertisements more to secure coupon re-

turns than to supplement the general sales promotional program. This point is not an absolute bar to using coupons as an incidental check on advertising designed to promote the sale of merchandise through retail outlets, but it is a point that must be constantly guarded against.

This statement must not be interpreted as an expression of disapproval of the many helpful uses for the coupon, such as sampling a product, securing sales leads, etc. When the coupon is used as an integral part of the advertisement, and is a part of the marketing strategy back of the advertising, it needs no defense. But when it is added to an advertisement the purpose of which is not primarily to secure a coupon response, then the response elicited by a coupon cannot be assumed—without more knowledge than we have now—to be an accurate index of the accomplishment of the primary purpose of the advertisement.

PREFERRED



FOR THEIR OWN ADVERTISING

During 1930 The Cincinnati Times-Star published over 300,000 lines more grocery and food advertising than the other afternoon paper and 12.69% more than both the seven-day morning paper and evening paper COMBINED. Known food products, with their selling message in The Times-Star, move faster and have full dealer co-operation. New products, with a Times-Star schedule, are readily stocked and quickly accepted.

The Times-Star thoroughly sells Cincinnati at one low advertising cost.

THE CINCINNATI TIMES-STAR

"THE KEY TO THE CITY"

Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York City, N. Y.



Western Representative
KELLOG M. PATTERSON
333 N. Michigan Ave.
Chicago, Ill.

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several post office boxes will allow a satisfactory keying.

9. After the tests are mailed or appear in their media, provision should be made for keeping accurate check not only of the number of returns but of the speed of reaction of those who respond. It will often be found that the time curve of response for the test is similar to that for the eventual aggregate effort. It is preferable, however, to record the post-marked date rather than the date of receipt so as to counteract differences in geographical location.

10. Allowances must be made for a greater percentage of duplication in main campaigns than in tests, and hence, a slightly lower percentage of returns in the main campaign.

By following these steps, it is possible, through a series of tests, to produce an effective direct-mail or display advertising attack of approximately known productiveness. To determine an appropriation with this knowledge at hand is relatively simple.

Such a form of testing can be made ironclad so far as the variables under the advertiser's control are concerned. But seasonal and cyclical changes in demand always enter in as disturbing elements. Advertisers who have kept careful records of replies and coupon responses report a regular bimodal seasonal variation. It is clear that a test conducted at the response-peak would fail to show a result typical of the yearly average. The influence of general business conditions is clear without discussion.

Because of the influence of seasonal and cyclical variations, tests conducted serially are open to the fundamental objection of non-comparability. If the advertiser has a reliable index of seasonal variation, he can adjust returns to a non-seasonal normal and secure an artificial, though satisfactory, comparability.

Since cyclical changes are gradual, tests staged at short intervals may show so little influence as to justify disregarding the results of general business conditions. But

the advertiser should always satisfy himself that between his tests and his main campaign there has occurred no change in general business conditions great enough to invalidate his tests as an index of the productivity of the main campaign.

General Advertising that Can Be Localized:

General advertising which seeks to send the prospective buyer to a regular retail outlet to purchase can be tested with satisfactory accuracy if it can be localized. Newspaper advertising, car-cards, outdoor displays and to some extent radio broadcasting can be so treated.

Three things are necessary for this purpose: (1) selecting comparable test and control areas, (2) holding constant all factors save that being tested, and (3) setting up some machinery for measuring the flow of orders at retail—this can be done through a representative sample of the retail stores in each area.

It is apparent that great care must be used in selecting comparable areas for test purposes. The control areas, *i. e.*, those districts in which the merchandising program is to be held constant, normal, or usual, in order to have a basis of comparison for the performance of the element under test, are of equal importance with the actual test areas. It is usually well to select pairs of test and control districts in different parts of the country, so as to even out the effect of possible regional vagaries. So long as the test and the control areas balance, it is not necessary to confine the entire experiment to one type or size of town—indeed, such a restriction might defeat the purpose of the test.

It is particularly necessary—regardless of sales promotional plans for the country at large—to keep merchandising changes and extra selling effort out of the experimental districts during the period of the test. If, for example, a few months before the test, national advertising has been increased or changed materially, it will be im-



These Industries Keep Tampa Busy

Steady income, from diversified industries, keeps business humming smoothly in Tampa.

75% of Florida's \$60,000,000 citrus crop, a substantial portion of Florida's winter vegetables, and half the nation's supply of winter strawberries are grown in Tampa's retail trade area. 80% of all phosphate mined in the United States comes from this area and millions of feet of Florida pine are shipped from Tampa each year. The whole world smokes Tampa made cigars, and half the winter visitors to Florida spend part or all of their vacation time in the retail trade area of Tampa.

These industries keep Tampa busy. And the Tampa Tribune is keeping pace. During January, the Tampa Tribune had the highest average net paid daily circulation for this period in Tribune history.

1930 Federal Census

Tampa and Suburbs	119,000
Jobbing Trade Area	750,000*

*More than half the population of Florida.



TAMPA, FLORIDA

The Bookwith Special Agency, National Representatives:
New York, Philadelphia, Detroit, St. Louis,
Kansas City, Atlanta and San Francisco

The Sawyer-Ferguson Company
Chicago Representatives



This New Ci

A few years ago, Cincinnati was in the grip of a vicious political gang. The Cincinnati Post alone said: "Let us give Cincinnati a new government." The other papers were either lethargic or actively hostile to the good government idea.

Last Fall, The Cincinnati Post said: "Let us supply to Hamilton County the good government we now enjoy at the City Hall."

And because both of these suggestions fell on fertile ground—the influential, civic-minded Cincinnatians who read The Cincinnati Post—Cincinnati has become the best governed large city in the United States; and on January 1st, the County Court House received the first change in politics in forty years.

Because The Cincinnati Post enjoys the confidence of this influential group in Cincinnati, it is a strong advertising medium. For it is this same group which sets the style not only in political thought, but also in food, in clothes, in recreations — in practically everything.

POST CIRCULATION—

City and Suburban	144,332
O K Market	162,722
Total Circulation	188,076

New Cincinnati

.. the work of Post

Readers



All four of these homes in the Hyde Park district of Cincinnati are daily readers of The Cincinnati Post. They are typical of the homes which The Cincinnati Post reaches daily.

Reach this influential group of Cincinnati through The Cincinnati Post—read by more than 62 per cent of the Cincinnati Market.

The Cincinnati Post

A Scripps • Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVE., N. Y. C.



MEMBER OF THE UNITED
PRESS...OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

possible to determine how much of the measured change in the flow of orders at retail is due to the new type of national advertising and how much is due to the inclusion of the element under test.

It is hardly necessary to say that the test should preferably be simultaneous.

The most difficult part of the type of test under discussion is the measuring of the flow of orders at retail. Because of variations of stock turn among retailers and the lag of retail sales behind orders from wholesalers and the frequent overlapping of coverage on the part of wholesalers, it is necessary to secure this information from the retailers themselves—the majority of whom have no records which will reveal it. Representatives of the advertiser must call on retailers, or at least on a substantial group of them, in the test and control locations, and elicit their co-operation.

Probably the most satisfactory method of securing such data is for the representative to inventory the stock on hand at the first call, and at each succeeding call to subtract from the inventory of the preceding call plus orders in the meantime, the stock remaining on hand. The result will be the number of units sold in the interval between calls.

It is usually necessary to begin the collection of this information several weeks before the period of the test, and to continue for several weeks after the conclusion of the test.

The coefficient of sales efficiency of the element under test should be indicated by the difference in sales between the test and the control districts, and by the change in sales from the period before, the period during, and the period succeeding the test interval in the test towns. Continuation of the measurement of retail sales for a period following the actual time of the test may throw light on the length of time the element under test is spontaneously effective, and may indicate something of the highest frequency for it.

Here, again, a gauge is found

for the volume of advertising necessary to attain a given quota of sales.

It must be admitted, however, that the validity of this test rests entirely on securing a sufficient cross-section of the country in the test and control areas. Advertisers who have resorted to this form of test have frequently found a wide variation in performance between the various localities, sales in some of the test towns slumping, and sales in the control towns relatively increasing. These variations should possibly be ascribed to disturbing local factors not apparent to the remote analyst.

Presumably, were it possible to secure territories perfectly comparable, results would conform more closely to expectations. And the existence of such variations from expected performance merely emphasize the need for careful selection of regions.

In National Mediums:

The task of measuring the results of advertising in mediums of national circulation is the most difficult of all—indeed, there is considerable doubt as to whether it is feasible. Where the purpose of the test is to select the most effective appeals, type of copy, etc., adaptation of the results of tests in localized media to national media is to be recommended.

But where this will not suffice, the advertiser must fall back on the somewhat unsatisfactory expedient of working from the differences in local circulations of such national media. The great handicap here, of course, is that factors which militate against the sales of a publication in a locality are possibly going to militate against the sale of the advertiser's products.

But the advertiser must make the best of the means at his disposal, and will probably find the following program satisfactorily accurate. It is based upon the same technique of measuring the flow of retail orders as were the tests for localized mediums. In addition, the advertiser must consider some sort of an index of potential buying power and must take into his cal-

culations the local differences in circulations.

In the first place, an index of buying power for the product under consideration must be made up for the specific purpose. The sources of such an index will vary for the product to be advertised. If it is electrical, the number of wired homes and bank deposits for the various localities will probably be important ingredients in the index. Indices in current use vary from three to twenty-three or more factors, variously weighted.

With such an index available, the advertiser will be able to find out what percentage of his total sales ought to be made in each trading area. He can then correlate this series of theoretical sales to actual sales in each area and learn what variations there are, and can choose various areas in which his sales appear to be typical or normal. He should then choose test areas in which the circulation of some national medium which he can use for a test is high, and control areas where it is low.

If a sufficient number of comparable areas are taken to provide a genuine cross-section, a careful measure of comparable flows of sales at retail made, and adjustment allowed for to cover differences in comparative opportunity for sale, it is possible by this method to secure a credible coefficient of sales efficiency of advertising in mediums of national circulation.

The methods here suggested constitute probably the nearest approach to an accurate method of measuring the influence of advertising on sales. At best the results, however, will be only an estimate—the usefulness of which will rest entirely on the care and patience exercised in working out the detailed arrangements.

There are, in these methods, various latent assumptions not susceptible to definite proof in the present absence of scientific knowledge of advertising results. The advertiser who uses these methods, therefore, should go out of his way to verify all the points on

which he can get corroborative evidence. And most important, he should not let the glitter of statistical technique lull his common sense into a state of hypnosis.

Death of Michael G. Price

Michael G. Price, who founded, as a memorial to his son, Charles Morris, the Charles Morris Price School of Advertising and Journalism of the Poor Richard Club of Philadelphia, died February 13. He was seventy-two years old. Until recently, Mr. Price was president of McNeely & Price of Philadelphia. The Charles Morris Price School was founded in 1924 and endowed with \$80,000, by Mr. Price.

H. C. Williams Joins Jones Agency

H. Chester Williams, formerly with Harry R. Wheeler, Inc., publishers' representative, and with The Church-Green Company, Boston advertising agency, has joined the staff of Frank H. Jones, advertising agency also of Boston.

L. W. Sagers with W. E. Long Company

Lee W. Sagers, formerly with the H. W. Kastor & Sons Company, Inc., Chicago advertising agency, has joined the advertising department of The W. E. Long Company, of that city.

Curtis Publishing Co. Reports Net Profits

The Curtis Publishing Company, Philadelphia, reports for the year ended December 31, 1930, profits available for dividends of \$19,121,026, against \$21,534,265 for the previous year.

Death of Donald MacDonald

Donald MacDonald, a director of Doubleday, Doran & Company, Garden City, Long Island, N. Y., and general manager of the Country Life Press, died last week at Mineola, N. Y. He was forty-two years of age.

Hazel Berry Leaves Radio Service

Hazel Berry has resigned as sales promotion manager of Famous Artists of the Air, New York.

Appointed by McKim

F. Pratt Kuhn has been appointed manager of the Hamilton, Ont., office of A. McKim, Ltd., Montreal advertising agency.

Miss Bernadette Nolan, formerly art director of the *Sporting Goods Illustrated Journal*, has been appointed advertising manager of *The New York Journal of Dentistry*, New York.



Burying an old Spanish Custom

The old man walked around and around the circle. He was harnessed to a wooden arm which turned the ancient millstone. "Why don't you let your donkey do that work?" he was asked. "This, I've always done," he answered.

Mechanically, the publishing industry is alert to inventiveness. Editorially it often clings to traditional and often obsolete formulae.

Among the customs zealously guarded by the solons of the printed word, is the beautifying of front covers. Custom decrees that this expanse shall be made optically appealing in the hope that it will intrigue the casual reader's fickle taste and perhaps make him buy. One glance at a newsstand gives eloquent evidence of the headscratching necessary to produce something that hasn't been done before.

The Business Week cast aside this old custom. Its front cover is the most prominent space in the publication. Therefore, it carries the most vital news—the weekly Business Index. In the face of warning, criticism and dismay, we've put our editorial ace, out where all can

see. Why? We know that you busy men who control the bulk of this country's business aren't mixing business realism with prettified art; haven't the time to be cajoled through padded pages to find the hidden substance.

Thus, this same disregard of blazed trails characterizes this publication in every department. You and 75,000 others of equal stature, meet a new kind of business news on every page. You find no "hands off" signs on any legitimate subject. For, The Business Week must serve you men whose whole tempo is regulated by progress—the most important group in the nation.

If you, as the arbiter of your advertising strategy, can use the influence of these others, then your first logical advertising step should be in the pages of The Business Week.



The above message—addressed to the business men who underwrite 1931 advertising—appears in the current issue of The Business Week

lot of advertisers are breaking away from custom, tradition and habit in the selection of media. New publishing services make new reading habits. New reading habits open up new markets and new avenues for reaching them.

Since November 1st the following have started in The Business Week :

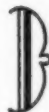
American Express Co.	Kelvinator Co.
American Pulley Co.	Krupp Nirosta Co.
Associated Business Papers	Leipzig Trade Fairs
Beauharnois Power Corp.	Leopold Company
Berger Manufacturing Co.	MacMillan Co.
Bigelow, Kent & Willard Co.	Marine Midland Group
Blaw-Knox Company	Master Electric Co.
Brown, L. L., Paper Co.	Mills Co., The
Chain Belt Co.	Mohawk Carpet Mills
Coghlin, B. J.	Moody's Investors Service
Curtis Publishing Co.	Munn, A. M.
Engraved Stationery Mfrs. Assoc.	National Fireproofing Corp.
Fulton Sylphon Co.	On-To-Oregon Inc.
Funk and Wagnalls (Literary Digest)	Radio Corporation of America
General Electric Co. (Bridgeport Div.)	Reading Iron Works
Gilbert Paper Co.	Reo Motor Car Co.
Hammermill Paper Co.	S. K. F. Industries
Harnischfeger Corp., The	Stewart Iron Works
Insull Utility Investments Inc.	Hotel St. Regis
International Exhibition	Simonds Saw & Steel Co.
International Harvester Co.	Studebaker Pierce Arrow Corp.
Jacksonville, City of	U. S. Gutta Percha Paint Co.
Johnson Bronze Co.	Wilson & Company



THE BUSINESS WEEK

A McGRAW-HILL PUBLICATION

10th Avenue and 36th Street, New York City • Chicago
Philadelphia • Washington • Detroit • St. Louis • Cleveland
Los Angeles • San Francisco • Boston • Greenville • London



The Wholesaler Answers Back!

What Is Behind the Classification of Manufacturers by the Members of the Wholesale Dry Goods Institute?

By William L. Rech

Of the H. E. Lesan Advertising Agency

AT the recent annual convention of the Wholesale Dry Goods Institute, representatives—most of them owners or first-rank executives—of leading wholesale dry goods houses throughout the United States openly advocated a system of classifying sources of supply according to sales policies. This is the first definite indication of a determination on the part of these wholesalers to practice a selective policy in future buying, which may have a far-reaching effect on the fortunes of many manufacturers in the dry goods, textile and apparel fields.

This development is interesting and important because in applying this policy, the wholesalers are apparently entirely within their legal rights. They can carry it out and most likely will, because they evidently have had enough of trying to compete not only with each other and with the chains, but also, right in their own markets, with the very same mills whose goods they are attempting to distribute. Now they apparently intend to do something definite to protect their interests.

As everyone knows who has operated at all in the textile and apparel fields since the war, sales policies have become pretty badly jumbled up.

Encouraged to a great extent by the large department store practice of buying in primary markets, many manufacturers have sought to widen their direct retail distribution to the ultimate total exclusion of the wholesaler. In some cases, producers have attempted to straddle the issue by selling both through wholesalers and direct to the retail trade, either with or without a differential for the wholesaler. Some manufacturers have restricted their own direct selling to certain classes of trade, leaving

everything outside of those classes for the wholesaler to cultivate. Usually this has meant that the wholesaler was either deprived of—or forced to compete with his own source of supply for—the best business in his territory. Still other makers of goods have simply attempted to build up distribution without letting the wholesaler into the picture at all. They have essayed to assume his functions, in the hope of doing either a better or a cheaper job of distribution than he could.

In the meantime, the wholesaler himself has been quite at sea. He has not been altogether without blame, either, for certain attempted changes in methods of distribution.

In many cases he forgot completely that his primary function was to act as purchasing agent for a group of communities in his territory, and instead of placing orders in sufficient volume to warrant his presence in the scheme of distribution, he has played the same hand-to-mouth game as his retail customers. This has made it impossible for him to supply either the kind of service his trade needs or the kind of firm orders in fair size which the mills must have in order to gauge future operations intelligently.

In an effort to re-establish themselves on a firmer basis, many wholesalers have formed groups, doing their purchasing jointly in order to get a better advantage. This has brought about a reversion to private brand operation in some instances. The private brand tendency, however, has not yet become as definite or pronounced in the dry goods field as in the grocery field, at least on the surface. If those manufacturers who supply the dry goods and apparel trade are able to adjust their selling policies to the clearly enunciated demands

of the wholesaler, the private brand movement probably need not go very far.

What are these demands as to selling policy?

The answer can be read easily enough in the five classifications into which the Wholesale Dry Goods Institute has divided all sources of supply.

These classifications have been carefully worked out by the Institute after several years study of the selling practices of many manufacturers in the dry goods field. They are now laid down as a guide to the wholesaler in his relations with sources of supply. He can now go into the market with his eyes open. If he elects to do business with a manufacturer who is also a competitor from now on, it won't be because he doesn't know better! He has at his command a complete rating of manufacturers of virtually everything he handles, and he has the selfish interest in his own self-preservation to impel him to use that information when he goes to market.

These classifications are five in number, and these briefly are their characteristics:

In Class A are the manufacturers who sell to wholesalers *exclusively*. These of course are in a preferred position and are entitled to the full support of all wholesalers. The selling practice of manufacturers in this group is so simple and clear cut that there would seem to be no chance of misunderstanding. However, this *simon-pure* policy is probably not practicable for most producers today.

Class B includes manufacturers who sell through wholesalers and also direct to department stores, *but* with a differential for the wholesaler. Producers of style merchandise are quite likely to fall into this classification. Needing close touch with consumer tastes and fancies, they find it essential to maintain contact with the larger stores in leading centers of population. That seems to be all right with the wholesaler, so long as the manufacturer will tell him whom he wishes to reserve for direct cus-

tomers, and will allow him a fair chance to make a profit on whatever fill-in business he can obtain from these customers.

In Class C are those producers who sell practically all types of outlets, *but still allow a differential for the wholesaler*. These manufacturers sell wholesalers, department stores, syndicate buying offices, chains and even some independent retailers. In the writer's opinion, this "C" class will include more of the wholesaler's sources of supply than any other of the first three. Naturally, therefore, the wholesaler desires to do business with manufacturers in this group, so long as these manufacturers will honestly adhere to a policy of letting the wholesaler earn a profit in return for his efforts.

Class D embraces manufacturers who sell both wholesalers and department stores *at the same price*.

It is not necessary to study the speeches made at the convention to deduce that the wholesaler will not fall all over himself in his haste to do business with these producers. They are his competitors, so far as a most desirable part of his potential trade is concerned.

Finally comes Class K—they probably skipped a few letters here just to emphasize how far from grace this group has fallen. Here we find those manufacturers who sell every type of outlet *at one price*. An order is an order to them, no matter whether it comes from a big wholesaler or a little retailer, and there is no allowance in the price for the wholesaler's service. Obviously, no wholesaler who wishes to stay in business can be expected to encourage this kind of competition. And if the out-loud thinking which took place at the recent convention has had any effect, *he won't*.

Now here is fairly reliable guidance for the manufacturer who still wishes to do business through the wholesale dry goods trade. Stay within Class A, B or C. If you don't care a bit for the wholesaler's support, join the boys in D or K.

But let us consider this. The

2017

Daily Average Week Ending

In just 17 months Chicago's Picture Newspaper has climbed to this high spot. And not in one sensational spurt, but by steady, week to week growth.

We guaranteed advertisers 80,000 circulation when the presses turned out the first Daily Times 17 months ago. They got it—with a dividend. The lowest monthly average in our history is 127,582.

DA
CHIC

Palmo

1786

Net Paid February 14

Our first birthday was celebrated with an average of 161,765.

And now this 201,786 we're yelling about!

One robin may not be a sure sign of spring but when 200,000 readers turn to a NEW newspaper, it's a sure sign those readers have found something they wanted.

Chicago must have wanted its Picture Newspaper—we can't figure otherwise!

DAILY  **TIMES**
CHICAGO'S PICTURE NEWSPAPER

National Representatives: The Sawyer-Ferguson Co.

Palmolive Building, Chicago

295 Madison Avenue, New York

NEWSPAPER

INFLUENCE!

What constitutes influence? Is it circulation only? If so, then why don't free-circulating mediums having door-knob distribution dominate?

Newspapers which influence the buying habits must influence the thinking minds first. Arthur Brisbane states that only about "three per cent of America Thinks," which signifies that approximately that percentage are capable of forming original opinions . . . and these original opinions are quoted by the masses, subsequently becoming what is accepted as "public opinion."

It follows then, that the influence of a newspaper can be determined by the number of Brisbane's "three per cent of the people" it reaches. In other words, the newspaper that reaches in greatest number, those people whose opinions are respected in the highest degree, is the most influential newspaper.

The Post-Intelligencer is the most influential newspaper in Seattle and the Pacific Northwest because it reaches in greatest numbers the active, intelligent-thinking people. The Post-Intelligencer's editorials, news and features appeal primarily to the leaders in every walk of life, and in every income level in a community which aggregates slightly over a million people.

When the Post-Intelligencer type of readers accept an idea, it is assured favorable public acceptance generally.

All advertisers do not use the Post-Intelligencer, but it is significant that leaders in all advertising classifications are consistent users of advertising space in the Post-Intelligencer. The acceptance by the Post-Intelligencer's type of reader for a product or a service, insures a position of leadership for that product or service in any community. As Post-Intelligencer readers think, so goes this great Pacific Northwest.

**Half Million Facts on the Seattle Market Are Available Through Any
One of Our National Representatives:**

W. W. CHEW
285 Madison Ave.
New York City

J. D. GALBRAITH
612 Hearst Building
Chicago

A. R. BARTLETT
3-129 Gen'l Motors Bldg.
Detroit

SLAYTON P. LADUE
625 Hearst Bldg.
San Francisco

SEATTLE

POST-INTELLIGENCER

A MILLION MODERNS IN THIS MARKET!

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FOR INTELLIGENCER
A MILLION MODERNS IN THIS MARKET!

wholesale function must still be performed—by somebody. It costs money, no matter who performs it. With orders becoming smaller all the time, the cost of selling direct to thousands of retail customers is steadily going up. Pile on top of that the cost of maintaining reserve stocks, and of packing, shipping and billing thousands of small individual orders during the year, and you have assumed some *real* overhead, to say nothing of the credit problem which is also involved.

This is something for manufacturers who are thinking of dispensing with the wholesaler to ponder. Another thing is the fact that the dry goods wholesaler is today more alert, more aggressive and more determined to stay in business than at any time since the war. Many wholesalers have been crowded out of business, it's true. But the tough ones have survived. Is it better to use them, as a valuable part of the distribution ma-

chine, or to compete with them? After all, they do have something to offer which is worth its price to most manufacturers.

In the long run, it probably would be cheaper and more efficient to attempt to evolve an acceptable method of working with these wholesalers than to force them back to the exploitation of their own private brands, bought on a price basis from unknown sources of supply, or to assume their complete function, with all the risks and expense which that undertaking must entail.

In its classification of manufacturers and the adoption of this classification by the leading wholesalers of the country, the Wholesale Dry Goods Institute has set up a plain sign-post for the manufacturer who is looking for the road to a better understanding with the wholesaler. Now, when a new era of business is opening up, is a good time to take a square look at that sign-post.

Angles on Space Buying

Publishers Should Present Their Basic Facts in the Same Form

By Esther Block

Research Department, Klau-Van Pietersom-Dunlap-Younggreen, Inc.

IT seems to me that all publishers should present their basic facts in the same form. The American Newspaper Publishers Association has such a data form. Why couldn't publishers in the farm paper, general magazine and the 158 classifications of business papers listed in *The Standard Rate & Data Service* do the same?

So often in making an analysis of publications covering the same field, it is impossible to get comparative data, and set them up in form for comparison. My idea would be for publishers to give information on their papers in the following form:

1. Circulation

(a) By States

(b) By classes of readers (each paper in the same classification should divide its readers the same way. We have found in-

stances where a half dozen papers classified their readers in a half dozen ways, and it is most difficult to make fair comparisons)

2. Lineage

(a) Average monthly lineage

(b) Number of full pages per issue

(c) Ratio of advertising to news

3. Reading matter

(a) Classified by subject (this also to be classified the same by all publications in each class group)

4. Market Data

Surveys made, etc.

5. Merchandising co-operation

6. General sales talk.

I for one have struggled through many an analysis because of lack of data given in methodical, comparable form.

Advertising—Part of Management

It Should Not Be Classified as a Thing Apart from the Other Important Functions of Business

By Roy Dickinson

FOUR letters written by publishers and advertising agents ask PRINTERS' INK the same general question. "Give us a list of concerns," they say, "that used advertising until their names and products were well known, and then dropped out of sight or failed financially because they stopped advertising."

These letters ask an old question, become new and timely again because some manufacturers, in attempting to pare costs, cut their advertising.

Unfortunately, the question isn't so simple and easy to answer as it sounds. Most of the letters mention names of once famous products, to make specific their request for other names. Those very names show why it is never sound reasoning to consider advertising as a thing apart from other sound management policies.

One letter mentions the name of a formerly well-known manufacturer who "was forced to go out of business when he stopped advertising."

The copy and illustrations used by this particular manufacturer, who advertised extensively a few years ago, were excellent. Never was advertising more enthusiastically commented on in the trade. The public also liked the advertising—it bought the product in sufficient quantity to put the newcomer in a crowded field up among the leaders.

Unfortunately, the production and financial departments of the business were not on a par with the advertising. The business dropped, not because the advertising was discontinued but because of over-expansion, failure to keep pace with product improvement in the craft and an unsound financial policy.

Other letters mention names which they say are now practically unheard of, but were well known

ten or fifteen years ago. Several of these advertisers have merely changed the mediums they once used, others are in industries that were knocked out by supplantive competition such as sudden changes in fashion.

No list of advertising failures or advertising successes or companies that failed because they stopped advertising would be a fair list *because advertising is a part of progressive management, not a thing apart.*

The day has long passed when the advertising manager went about with his little kit of tools working this week for a candy manufacturer, next month for a manufacturer of rubber tires and so on, changing his job every year, sometimes several times a year.

The men who have gone far as advertising managers are those who got to know all phases of the business they were advertising—who were candy men, automobile men, not advertising men.

The two Jones "boys," Lew of Eastman Kodak and Turner of Coca-Cola, are cases in point. All the years I've known them they've been Kodak or Coca-Cola men. That's why they are both vice-presidents now.

Way back in the days when advertising was less well known as a definite management policy than it is now, the late Edward W. Hazen, former advertising director of the Curtis Publishing Company, determined to discover facts to show that advertising had to be an integral part of the business advertised. There were many manufacturers then, as now, who made a spasmodic dip into advertising, then dropped it, and blamed advertising for the resulting loss. The investigation was carried on for five years as part of each salesman's selling job.

The complete results were turned over to a staff writer for PRINT-

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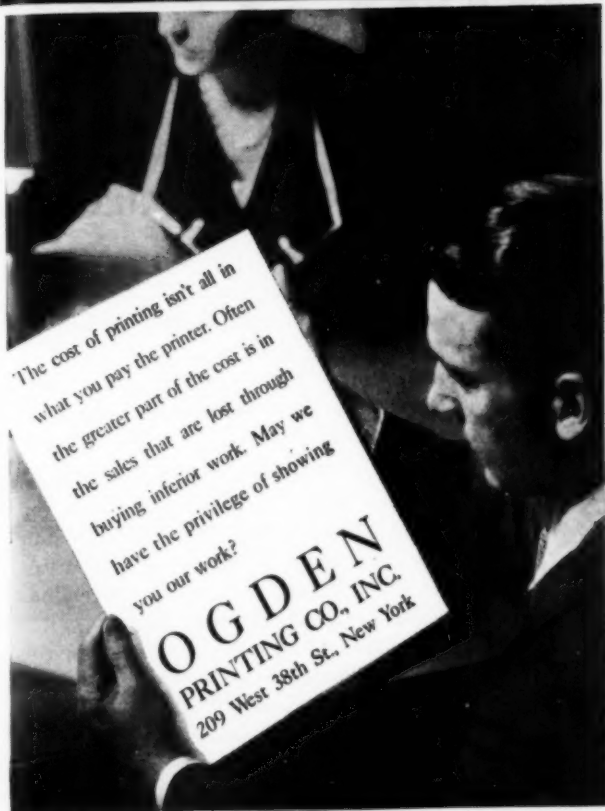
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MORE THAN

MORE THAN A MILLION

MORE THAN A MILLION

JORDAN MARSH COMPANY is the largest department store in Boston. It is one of the best known as well as one of the largest department stores in the country. Its reputation has been carried home by visitors from every state in the Union.

During 1930 Jordan Marsh used 1,123,395 lines of advertising in the Boston Herald-Traveler. No Boston newspaper ever before had received advertising totaling over a million lines from a Boston department store.

The Jordan Marsh lineage used in the Herald-Traveler exceeds that used in the second paper by 149,577, and that in the third paper by 422,174.

In a year when retail business was somewhat contracted, Jordan Marsh Company stood out with a decided gain in sales volume, much of which must be attributed to the part that Herald-Traveler advertising played.



BOSTON

N A MILLION

Modern in its lively news presentations, fashion articles and home economics features, the Boston Herald-Traveler enjoys a large feminine following. Perhaps no better illustration of its wide reading by women can be given than that Boston's largest department store turned to the pages of the Herald-Traveler for results—and *got them!*

The Boston Herald-Traveler is a great newspaper appealing to the more responsive part of Boston's peculiarly divided buying market—a condition born of long years of tradition, environment, and education. Continued concentration in this direction has made the Herald-Traveler the only newspaper in Boston that can be relied upon to reach this portion of Boston's vast populace—a portion which must be reached if the most liberal spending part of Boston's rich pocketbook is to be touched.

Any advertising approach to this fourth greatest buying center in the United States, to be successful must include the Boston Herald-Traveler. Investigation before investment—a careful study of this “dual market”—will repay you in large dividends. We will be pleased to furnish you with complete information.

Advertising representative:
GEORGE A. McDEVITT COMPANY
New York Chicago
Philadelphia Detroit

For nine years the Boston Herald-Traveler has been first in national advertising, including the financial, automobile and publication advertising among Boston daily papers.

HERALD-TRAVELER

ON THE WORK OF PHYSICAL EDUCATORS

Unless you have children of your own in school today it is difficult to realize just how important the work of Physical Educators has become in influencing the health habits of millions of school children. Do not confuse mere gymnastics with the present thorough and balanced curriculum under the authority of Physical Educators.



KATHERINE SIBLEY, *Director of the Woman's Department of Physical Education, Syracuse University*

Physical education embraces practically all phases of health—diet, eyes, teeth, feet, weight, cleanliness and hygiene, physical examinations, sleeping hours and play exercise. The Physical Educator is an important figure in the school systems. In a state like Ohio you have 2,000 specially trained Physical Educators.

Los Angeles has 400 people in its corrective physical education division alone.

It is the purpose of Physical Culture Magazine to carry into the home through the writings of recognized leaders in this profession similar information to what is taught in schools on physical education.

629 Physical Educators wrote to this magazine during the month of January 1931 for reprints of articles and food charts.

We suggest that a comprehensive understanding of the work of Physical Educators in schools is valuable to any manufacturer

whose products contribute to health and well-being. It is a profession with high ideals, scientific technique and considerable influence and authority.

Recent issues containing articles on this subject will be sent to you on request.

PHYSICAL CULTURE MAGAZINE



DR. JESSE F. WILLIAMS
*Professor of Physical Education,
Columbia University*

ERS' INK and they appeared in a series of six articles in 1913 under the title, "Advertising Failures That Never Gave Advertising a Chance." I have just been looking over this series again and the examples are as timely now as they were eighteen years ago.

Here was one manufacturer who stopped advertising and lost money. The facts proved his product was not right. Another created a big demand but didn't install machinery to tune production to the new demand. Another waited until two years after his initial advertising expenditure to make a survey of his sales outlets, only to discover then that he was on the wrong track in distribution. Another muddled his financial operations and was thus forced to stop advertising just when it was beginning to do a real job for him.

All of these names might have been placed on a list either of "advertising failures" or a list to be used by someone seeking to prove that firms go broke when they stop advertising. Neither assumption is fair. Advertising itself is seldom, if ever, the cause of its own discontinuance nor does discontinuance immediately break a manufacturer.

Advertising is a long-term, not a short-term asset.

Even if a list such as the letters ask were possible, wouldn't it be beside the point to suggest that advertising is such a short-term asset that if it were started, then stopped, the firm would go promptly out of business?

Isn't what these inquiries are driving at a different thought? Those firms that have won and held national leadership through the years have been steady, not intermittent users of advertising. They have held to sound merchandising and advertising policies as they have to sound principles of production and finance.

A sensible view of advertising's place in good times and bad is to consider the fact that for scores of products advertising has never been permitted to stop, and that these products have never relinquished their leadership or their front-line popularity with the consuming pub-

lic. Campbell Soup, Eastman Kodak, General Motors, Lambert, General Electric, Ivory and Colgate, American Tobacco, Coca-Cola are all names that make clear the point that good management and consistent advertising are synonymous and are prosperity builders over the years.

On the other hand, it is entirely possible for a company head more familiar with advertising than the other elements of good management to advertise and sell so many units that he is forced out of business. That is what too great an adherence to mere volume has occasionally done to business—it is what Lee Bristol is emphasizing when he points out that profit management is the type of executive thought which is needed for successful business today.

Occasionally, of course, it is true that a faint-heartedness or a blind spot has affected an otherwise good management, and resulted in a diminution of selling efforts and advertising with a later drop in sales and prestige.

Business history and current business events are full of such incidents. The classic example cited is Pyle's Pearline, which, in its prime, earned a half million dollars a year, for ten years, the annual appropriation running about the same figure as net profits.

Deaths in the family put the management into hands of lawyers who are said to have decided that the business could earn a million a year by the simple process of cutting out advertising. Under that program the business became unprofitable within three years and was finally sold to a competitor to stop its loss.

But here are two points I believe we should keep in mind: Other mistakes in management in addition to cutting out advertising were undoubtedly made, and also it is my firm belief that if the purchaser had, after those three years, resumed advertising and adopted the old financial and production policies, the previous advertising would have proved its long-term asset value.

Wm. Wrigley himself dropped out of advertising once for a pe-

riod of about eighteen months. He has never shown me his books of that period and I'm not sure of the exact date of this drop or the reasons for it. But I am sure Mr. Wrigley today would no more think of stopping advertising than he would of throwing out a few production units.

The history of changing leadership in the chewing gum industry over the years is duplicated in many another business.

Look at automobiles for 1930.

Four makes retained the same rank in volume of sales that they held in 1929. Twelve improved their relative standing. Eighteen finished the year with a lower ranking.

Ford and Chevrolet retained first and second place.

The twelve cars improving their relative positions were Buick, Pontiac, Plymouth, Dodge, Chrysler, Studebaker, De Soto, Packard, Hupmobile, Oakland, Cadillac and Cord.

It is perhaps significant to note that both Ford and General Motors are in the list of "blue chip" advertisers reported as spending more than two million each in magazines alone during 1930, and that Studebaker made a sensational advertising drive in newspapers, investing a million at a time when many others were cutting down. But even the most enthusiastic "ad-crafter" would admit that other elements of good management enter the picture here, as in every other industry.

Illustrations of how advertising has helped and is helping to build sales prestige, steady employment, a well-rounded production schedule, appear in **PRINTERS' INK** week by week.

Advertising needs no list of "horrible examples." It seems to me to have passed that stage long, long ago.

Advertising today is part and parcel of the management plan.

As one of the executives of Loose-Wiles Biscuit Company said recently: "A break in the continuity of our advertising story would be equivalent to a break in the continuity of our calls on the trade."

Isn't that type of thinking the real answer?

No manufacturer who intends to stay in business would let his trade stay in ignorance of what he had to offer. It is equally important to let his buying public know he is still doing business. Why should good management ever think of interrupting the continuity of trade contacts or consumer contacts, especially at a time when the whole economic machine waits on purchases from those still able to buy?

Continuity is as much the essence of advertising as it is of all business management. Sound management will no more countenance hit or miss, hop-skip and jump advertising than it will a similar insanity in finance or production.

Manufacturers who are consistent prosper, vacillators fall behind. Accounting, production, contact with the trade, selling, advertising must be as continuous in business as eating and living are to a consumer's life.

For advertising is a long-term not a short-term, investment. It is an integral part of sound management, not a thing apart.

N. Frederick Foote Opens New York Office

N. Frederick Foote & Associates, publishers' representatives, Boston, have opened a New York office at 246 Fifth Avenue. This organization, as previously reported, has been appointed New England representative for *Screen Book*, *Radio News*, *Science and Invention* and *Amazing Stories*, all published by Radio Science Publications, New York.

Shoe Account to Badger and Browning

The M. N. Arnold Shoe Company, North Abington, Mass., has appointed Badger and Browning, Inc., Boston advertising agency, to direct its advertising account.

Furniture Account to Phelps

The Kindel Furniture Company, Grand Rapids, Mich., has appointed George Harrison Phelps, Inc., Detroit advertising agency, to direct its advertising account.

T. W. McGrath with Walther

T. Walter McGrath has joined the Walther Printing Company, Philadelphia, as sales promotion manager.

Feb. 19, 1931

PRINTERS' INK

81

**The
Press**

1ST

**in
Pittsburgh**

• DURING JANUARY •

in Total linage, with 38% lead over second paper

in Daily linage, with 39% lead over second paper

in Sunday linage, with 35% lead over second paper

in Retail (Local) linage, with 31% lead over second paper

in General (National) linage, with 66% lead over second paper

in Total Display linage, with 43% lead over second paper

in Classified linage, with double the linage of second paper

in Rotogravure linage, with 56% lead over second paper

in Advertising volume gains (In January, 1930, 9 large stores were out of The Press during a discussion of the principles of rate-making.)

in 23 of 35 advertising classifications established by Media Records, leading both other papers combined in 17 classifications.

All statements based on official reports of Media Records, Inc., exclusive of linage in national magazine distributed with other Sunday paper.

The Pittsburgh Press

A Scripps • Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVE., N. Y. C.



MEMBER OF THE UNITED
PRESS... OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

FIRST IN PITTSBURGH • IN ADVERTISING VOLUME • SIXTH IN UNITED STATES

Success Stories



La GERARDINE, INC.

122 East 42nd Street
New York City

December 30, 1930.

Mr. R. Kingsland Hay, Director,
Retail Fashion Service,
Harper's Bazaar,
572 Madison Ave.,
New York, N.Y.

Dear Mr. Hay,

Never in all my years of advertising experience as an officer of Life Savers, Inc., and the Tintex Company, have I seen a publication produce such immediate tangible results on a new product as our double-page introductory announcement in your October issue.

Next time you call I would like to tell you about some very interesting experiences we have had in selling through department stores during the Autumn months. You will be pleased I know to get the details of some really astonishing results in the matter of initial sales and quick re-orders.

As you know, Harper's Bazaar will be used in a substantial manner during 1931 for both consumer influence and to take advantage of the Bazaar's contact with the smart retailers of America.

It might interest you to know that we have definitely decided to use Harper's Bazaar counter cards as one of the features of our dealer window displays.

Very truly yours,

LA GERARDINE, Inc.

J. Roy Allen

President.

JBA*7

LA GERARDINE (OF CANADA) LTD.
10-12 McCaul Street, Toronto
NEW YORK SALON 25 West 44th Street
PARIS SALON 47 rue des Mathurins



HARPER'S BAZAAR

Three important women's magazines (names on request) reach one family in twelve in all places of less than 1,000 population . . . In exactly the same places, with The Farmer's Wife added, the national advertiser reaches one family in every six.



a beautifully printed magazine—is used to reach the wives of outstandingly successful farm operators by



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Good-Will—the Driving Force of All Business

The Human Attitude of Management as Manifested by Advertising

By Paul T. Cherington

Director of Research, J. Walter Thompson Co.

THIS discussion ought to be prefaced by a restatement of two fundamental conditions in this country.

The first of these is the fact that the consumer in this country has greater freedom of choice in satisfying his wants, and more power to exercise that freedom than any other people in the world have now, or probably ever had before. This statement is capable of statistical demonstration, but after all the figures are gathered they merely give confirmation to the high level of what commonly is referred to as the "American standard of living."

The bearing of this first of our two points on our subject is clear when we recognize four axiomatic conditions relating to both advertising and management:

- a. Wages and management expenses do not come out of a social fund, but out of current gross incomes of specific concerns.
- b. Most of the current gross income of a manufacturing or commercial enterprise comes from sales.
- c. Sales of competitive goods depend on voluntary choices of consumers.
- d. Therefore, the choices of consumers are the real power which drives business in anything except monopolized necessities.

The preservation of our present wage levels and the further expansion of good management are thus manifestly dependent on the ability as well as the willingness of all of us, as consumers, to preserve high standards of living—keeping our choices in expenditure free and effective.

From a talk in a series of conferences being sponsored by the Bureau of Personnel Administration, New York.

A second fundamental idea is the fact that in most lines of production and distribution there is in this country a substantial over-equipment. This also could be fortified by statistics; but the dominance of the buyer in the present market for most goods can be accepted safely without mathematical demonstration. We are more concerned with the effects of this over-equipment than with its size or variety.

In a condition of under-equipment, or of short supply, the market advantage is in the hands of the seller. In such a seller's market the consumer's choice is not a vital matter to the entrepreneur. Such a market, with not enough goods to meet the demand (or even where this is merely thought to be true) causes the seller no apprehension. He may make a better bargain or a worse one; but if demand is outrunning supply he can count on selling all he can make. His profit depends largely on his skill in production planning and production management.

But whenever there is a buyer's market, like the present one, with more goods offered than the market can absorb, somebody's goods are going to be left unconsumed; and, in addition, there will be another large part of the supply sold at no profit, or at an actual loss, for fear that it may be left unconsumed. Under these conditions the status and nature of demand become essential factors in the problems of management. The law of supply and demand has of recent years put on an entirely new and somewhat deceptive dress. It is, still, however, the same old supply and demand equation; and a modification of one side calls for a change in the other. Accelerated supply calls for a corresponding stimulation of demand.

But the processes of stimulating demand are more spectacular than the processes of accelerating supply, and these processes—salesmanship, the stirring of artificial interest, advertising—have come to be regarded as extraneous and unnecessary, whereas factory construction, machine building, factory equipment and management are looked on as activities not necessarily bad in themselves, but merely capable of unwise employment. Advertising often is condemned as if it were inherently bad, although only bad advertising may be responsible for the faults charged. Management when bad or machine design when faulty have many sins to answer for, but these factors in the creation of goods are not, because of these failures, branded as social curses whose works are altogether evil.

It is not as a thing apart from business, and added as a decorative afterthought—but as a part of the picture itself under present-day buyer's-market conditions, that advertising deserves to be regarded by those businesses where it can be used at all. These conditions throw the control of the public attitude toward a product into the very front line of management problems.

The favorable opinion of an adequate supporting public is the driving force in any business based on voluntary purchases.

In a seller's market good-will may be regarded as secondary. In a buyer's market it is what makes the business wheels turn. The organization is a mechanism, the power comes from the expression of the will of the consuming market.

Good-will—the favorable disposition toward a product on the part of possible consumers or users—clearly is the basic idea in any discussion of advertising as an expression of the human attitude in management. The indispensable nature of good-will is accepted quite generally without debate; and yet, the implications of this acceptance are not easy to abide by.

For example, it often is assumed that popular favor comes as a by-product of operation. It is taken

for granted that it can be made to develop by spending effort in salesmanship, putting the goods where people must encounter them. It is even believed that it will grow by word-of-mouth recommendation and that nothing can prevent its development if the product is good and is well distributed.

Experience has made it clear, in hundreds of cases of consumer goods, and even of industrial goods, that the development of favorable attitude on the part of the market is one of the major problems of management. Without it there is no movement of goods.

Good-will, among any substantial portion of 123,000,000 consumers, so many of whom have some spendable surplus and ideas of their own about spending it, ought to be weighed carefully, not as a decorative incidental, but as a central feature of all management plans. The size of the business, the rate of its turnover, the width of its mark-up—all the elements of its operation on which profits depend, are contingent on the possession and expansion of a favorable attitude on the part of the market.

Good-will cannot be built, it must be grown like any other living thing.

Good-will cannot be dispensed with, nor can it be left to grow of its own accord, and it can only be shaped in conformity with its own nature and characteristics. Perhaps the most important point about good-will, aside from its indispensability, is its dynamic nature. This consumer good-will—this acceptance, so necessary for the sale of many products—is a matter of growth, and not a thing to be set up by piecing parts together. For this reason, likewise, any business depending on public favor grows, instead of being built. An idea in the form of a new or better product is conceived; a plant is built for turning out the goods, a staff is drawn together, but all this is merely arranging conditions favorable for growth. The watering, the cultivation, the flooding with sunlight, the action of the weather and the seasons, the engendering of public favor, are all parts of the

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process of coaxing the laws of growth to fulfil themselves. It is that part of the management activity which constitutes the real justification for all the others. Without this the whole business is only a mechanism without any real driving power.

In this respect the plans of any business which have to do with winning the favorable votes of consumers is fundamentally unlike machine-building. It is rather of the nature of those sciences dealing with growing things. It deals with a force—the real driving force of all business in consumers' goods—the willingness of people to buy one specific thing in preference to all the other kindred or dissimilar things which may be bought with their money. The winning of this willingness—obtaining the franchise to continue in profitable business, is as intricate as any other process which has to do with human psychology.

Death of A. B. Swetland

Adelbert B. Swetland, former business manager of *Automotive Industries*, and other publications of the United Business Publishers, Inc., New York, died at Buffalo, N. Y., recently. In 1924 he retired from the United Business Publishers and purchased with associates the *Furniture Index*. More recently he had devoted himself to real estate and livestock holdings.

Wayne Davies Joins Rhoads & Sons

Wayne Davies, formerly manager of leather sales of E. F. Houghton & Company, Philadelphia, has joined J. E. Rhoads & Sons, of that city, leather belting and lace leather, as sales engineer.

Death of Frank P. Bennett

Frank P. Bennett, president of Frank P. Bennett & Company, Inc., Boston, publisher of the *American Wool and Cotton Reporter* and *The United States Investor*, died on February 9. He was seventy-seven years old.

Ethridge Adds to Staff

Henry B. Wessendorf and Carl E. Hammond have joined the art staff of The Ethridge Company, New York.

The E. Fred Johnson Organization, advertising, has opened offices in the Dexter Horton Building, Seattle. Mr. Johnson is president and William Dunks, sales manager.

Death of W. W. Manning

Walter Webster Manning, owner of the *Woman's World*, and president of the Manning Publishing Company, Chicago, publisher of that magazine, died on February 16 at New York. He was fifty-six years old. Mr. Manning acquired the *Woman's World* in 1917, after he had been advertising director of that publication for three years. Before his connection with *Woman's World* he was advertising director of the McClure Publications.

New Cosmetic to Hammel Agency

The Sheba Company, Hollywood, Calif., headed by W. A. Sunday, Jr., has appointed the Hammel Advertising Corporation, Los Angeles, to direct its advertising account. The Sheba company is manufacturing a new cosmetic known as "Cream of Sheba" which will be advertised in newspapers and magazines and also by direct mail and radio.

Huber Hoge Agency Now Lyman Irish & Company

Huber Hoge, Inc., New York advertising agency, has been reorganized under the name of Lyman Irish & Company, Inc. Officers of the reorganized agency are: Lyman Irish, president; E. W. Macavoy, executive vice-president; M. Robert Herman, vice-president; Frederick Anderson, vice-president; Paul Tompkins Irish, secretary, and Carl Harber, treasurer.

MacGregor Davidson Joins Metropolitan Agency

MacGregor Davidson, formerly advertising manager of the *Tatler* and *American Sketch*, New York, and, before that with The Lawrence Fertig Company, Inc., New York advertising agency, has joined the staff of the Metropolitan Advertising Company, also of that city, as an account executive.

Appoints H. E. Lesan

The Nichols Copper Company, New York, copper and agricultural chemicals, has appointed the H. E. Lesan Advertising Agency, Inc., of that city, to direct its advertising account. Business papers, farm publications and direct mail will be used.

Crab Meat Account to Grant & Wadsworth

Mitsui & Company, Ltd., New York, has appointed Grant & Wadsworth, Inc., advertising agency of that city, to direct the advertising of its Sakura brand Japanese crab meat.

To Direct Texas Campaign

The Humble Oil & Refining Company, Houston, Tex., has appointed Beecher-Cale-Maxwell, Inc., St. Louis advertising agency, to direct its advertising in Texas.

Making the Retailer a Better Advertiser

He Needs Help—Where Shall He Find It?

By Aesop Glim

WITH grim determination on our faces, we are all frantically digging toe holes—preparing to climb out of a period of economic slump. With tightened (meaning reduced) budgets, we are seeking routes to increased sales through more efficient (meaning less extravagant) sales and advertising plans and methods.

Every unit in our distribution systems is under inspection. We believe we are tremendously alert in our search for leakages, wastes, idling pulleys—especially in departments other than our own.

Above all, each of us is hoping to stock (and even overstock) some kind of dealer or middleman. It behooves us to stop and recall one very fundamental fundamental: Our job does not end with the loading of the dealer's shelves; we must try to help him move the goods across the counter.

The soundest help lies in aiding a person to help himself. If we can increase the retailer's knowledge of effective advertising and sales promotional methods we will have made a real contribution to his success—and thereby to our own—in working out of the present situation. The goods will be helped across the counters.

With the general exception of department stores and some chains, the average retailer is a sporadic and unscientific advertiser. And his first step toward economizing is usually the curtailment of his advertising expenditure. This is detrimental to his own interests, as well as to the interests of the manufacturers whose goods he carries—and particularly to those manufacturers who are also national advertisers. If the dealer does not understand advertising in terms of his immediate business, he will somehow fail to take advantage and derive full benefit from the national advertising as well.

This danger can go even further. Within my own observation, an important advertiser recently switched a large portion of his advertising expenditure to the "wrong" medium—because his dealers were tired of hearing about the "right" medium. To this advertiser's own certain knowledge, this new medium belonged about third on his list—and his appropriation would not stretch that far. Nevertheless, to please and stimulate his dealers, he took the money away from his first choice of media—where it could do the most good—and spent it in the third group. Both the manufacturer and his dealers were cheated by the change, since the "wrong" medium couldn't possibly deliver results as efficiently as the "right" medium.

The manufacturer's argument was that if the "wrong" medium would stimulate the dealers to greater activity, it was the right medium to use. But I maintain that the error lay in the failure to educate the dealers on the true values of the "right" medium, since this medium held the proved possibility of delivering more results per dollar—in terms of its influence on the ultimate consumer.

* * *

"Small Store Advertising" is the title of a booklet published by the Chamber of Commerce of the United States. It is a handbook for the retail merchant and represents a highly commendable effort to explain and sell the importance of certain first principles of advertising to the retailer. The one basic weakness of the book lies in its attempt to write one exposition which shall be equally effective for every type of retailer. The hardware dealer who finds a principle illustrated with a grocery store example is apt to miss the application of the principle to his business. Nevertheless, the manufac-

Q Only the real type lover with printer's ink running in his veins knows instinctively when a manuscript calls for Bodoni, Bookman or Scotch Roman. He could never tell you *why*, but trust that instinct every time!



J. M. BUNDSCHO, INC.
Advertising Typographers

65 EAST SOUTH WATER STREET

CHICAGO

HERE TYPE CAN SERVE YOU

Don't take your *own* pulse —take the *consumer's*!

ACCURATE knowledge of the consumer is one of the most vital requisites in the preparation of effective advertising.

Yet how many things militate against a complete understanding of the great mass — how many things combine to render our estimates inexact.

Too often we are prone to judge others by ourselves and the comparatively small circle with which we come in contact each day.

Our friends, our families, our business associates are unconsciously accepted as criteria. Confronted by a problem in consumer reaction, we are apt to seek the answer within ourselves. Faced with a question involving feminine psychology, we frequently consult our wives.

Yet the very fact that we are far enough up the scale to be concerned with problems of distribu-

tion and advertising, precludes the possibility of our being representative of the average.

Many an advertiser—and many an advertising man—has been misled through self-analysis into a false estimate of his public.

In his imagination he endows people in the mass with a refinement and subtlety which they do not possess. In his mind he sees their emotions and reactions much more highly developed than they really are.

As a result, he rates them on a plane several levels above the one they actually occupy. In so doing, he keys his advertising appeals above the greater portion of his logical market and fails utterly to reach it.

After all, men and women in the mass are apt to have incredibly shallow brain-pans. In infancy they are attracted by bright colors, glit-

ter, and noise. And in adulthood they retain a surprisingly similar set of basic reactions.

Vivid, dramatic things arrest them. Subtleties are passed unnoticed. Word pictures painted with bold strokes grip their attention where scholarly logic only makes them yawn.

These are facts. Educators and psychologists know them and deplore them. We, as individuals, may also deplore them. But, as ad-

vertising men, we dare not overlook them.

The salvation of the advertiser lies in the selling of his goods. To that end, he must deal with people as he finds them.

Editors, movie directors, and popular novelists systematically give the public what it wants, because they have found it financially profitable to do so. . . . And the advertiser will do well to study their example.

A partial list of products sold through diversified retail outlets advertised through Ruthrauff & Ryan:

RINSO <i>The Granulated Soap</i>	COCOMALT <i>The Health Food Drink</i>	LIFEBUOY <i>Shaving Cream</i>
TRE-JUR <i>Cosmetics</i>	BONCILLA <i>Toiletries</i>	STANDARD STATISTICS <i>Financial Service</i>
LIFEBUOY <i>Health Soap</i>	COOLENE <i>Foot Cream</i>	TRUE STORY <i>Magazine</i>
NOXZEMA <i>Skin Cream</i>	LACTOGEN <i>Baby Food</i>	SCOTT & FETZER <i>Sanitation System</i>
BLONDEX <i>Shampoo</i>	WOLVERINE <i>Horseshide Work Shoes</i>	HEADLIGHT <i>Overalls</i>
WHITE CROSS <i>Electric Shavers</i>	NU-WAY <i>Suspenders</i>	TUMS <i>Antacid Candy Wafers</i>
LION MILK	EVERY DAY MILK	ALPINE MILK

RUTHRAUFF & RYAN, INC.
Advertising

New York: 132 West 31st Street

Chicago: 360 N. Michigan Ave. ~ St. Louis: Arcade Bldg.

Even In These "Hard"
Times

We're Refusing Advertising

(Over 70,000 Lines in 1930)

The woods are full of business racketeers with their "bankrupt" and "gyp" stocks, "prize" propositions and a host of alluring offers that range from the mildly deceptive to the obviously crooked. They have a great appreciation of newspaper advertising values and express much surprise and indignation when they find Pantagraph columns are closed to them.

This Pantagraph policy automatically makes it impossible for the "con" artist to get a profitable audience and also serves to keep all advertising copy within the bounds of common honesty.

Central Illinois Readers Have Full Confidence in Pantagraph Advertising

because they know we are irrevocably committed to the policy of protecting their interests in every possible way.

The Daily Pantagraph

BLOOMINGTON, ILL.

CHAS. H. EDDY CO., National Representatives

NEW YORK

BOSTON

CHICAGO

turer or trade association secretary, who does not have something more specialized to offer his dealers, would do very well indeed to provide them with copies of this government book.

There is still a tremendous amount of work to be done, in helping the retailer to plan and spend wisely, to maintain consistency and continuity in his advertising effort, to select and use his media and media units wisely. The constant shifting of copy appeals, and the turnover of campaigns in the various media groups, supply ample evidence that the average retailer does not yet appreciate the basic principles involved.

Where shall he look for help? In a majority of cases the retailer can claim with justice that he has neither the time nor the resources, financial and otherwise, to analyze the many and various types of media and copy themes.

There are three primary sources from which the retailer may logically expect assistance.

First, the individual manufacturers from whom he buys. Any manufacturer can know that whatever makes his dealers better merchants, makes them better customers for his goods. He can be reasonably sure that all time and money spent on rendering constructive aid to the retailer will be reflected in his increased sales to the retailer.

Second, the publishers of business papers. Whatever assistance they can render to make the middlemen in their respective fields better business men, will be reflected in two ways: increased circulation through greater reader interest; increased responsiveness from their audiences, due to greater reader interest and gratitude.

I am not overlooking the work that business papers have done in the past and are doing now. But, as a broad sweeping criticism, I would say that their editorial matter might sacrifice a certain amount of current news and gossip in favor of constructive service articles that are at once more elementary and more timely than ever before. And

by timely, I mean economic timeliness, rather than seasonal or calendar timeliness.

Third, the retail trade associations and the manufacturer or distributor trade associations. It is logical to assume that the trade associations could render this service most effectively and with the greatest hopes of immediate returns. Dealers in any one trade group share most of their problems in common. Only the sizes of cities and certain possible sectional differences alter the conditions to any great extent.

Yet, with a few notable exceptions, trade associations are not rendering any such help; they do not even have advertising committees working on the problems of their dealers. This statement is made on the basis of an actual census. Four out of five trade association secretaries wrote that they do not have any form of activity looking toward the betterment of their members' advertising and sales promotional methods. Credits—yes. Merchandise—yes. Profits and discounts—yes. But not the advertising and merchandising which might make credits and merchandise necessary and profits and discounts possible!

A collective job of analysis and study, under the direction of a central committee, would cost the individual association members very little. But it should pay them very largely.

The study should cover the value of every type of advertising medium—in relation to its possible use by individual retailers. Sales promotion plans should be worked out—from simple details of store arrangement to more ambitious efforts. The basic values of advertising itself should be explained and demonstrated. Then, the principles involved in the construction of advertising matter—headlines, layouts, illustrations, copy and copy appeals. It is doubtful whether any form of boilerplate suggestions would achieve this end. Most dealers would rather have advertising that was wholly their own; wherefore they should be shown how to prepare their own,

with an understanding of some of the principles involved.

In a lighter vein, this diatribe might have been written as "The Fable of the Dealer Helps and the

Dealer's Help." And since every fable must needs have a moral, it is good to remember:

The success of patronizing rests on the consent of the patronized.

How a Discontinued Model Came Back

ABOUT ten years ago, the National Carbon Company, maker of Eveready flashlights and batteries, decided that it was making too many different models and determined to simplify its line.

It was making, so it found, a number of flashlights that were merely novelties with a small sale and which brought little profit to the company. Among these were such items as a flashlight shaped like a pistol, and another that looked like a candle. One of these items which it was decided to eliminate from the line was a flashlight in the guise of a fountain pen.

This pen-light used a special long battery that did not fit any other type of light. And inasmuch as quite a few of these pen-lights had been sold, the company continued to make enough of the special-shape batteries to fill the needs of those who owned the lights.

Little attention was paid to these special pen-light batteries until a year or so ago when someone in the company noticed, in looking over the battery production and sales figures, that there had been a steady demand for the pen-light batteries even though the flashlight itself had been out of production for a number of years. Inquiry revealed that there were a great many of these pen-lights still in use, enough of them, in fact, to make it necessary for the company to make and sell several hundred

thousand of this type battery during the last ten years.

Such popularity, so it seemed, must be deserved. So the National Carbon Company began manufacturing again, in 1929, a new Eveready Pen-light. It was similar to the old discontinued model but improved in a number of ways and made in a number of colors. It was, and still is, approximately the same size as the old one and uses the same size battery.

The new light became one of the most popular members of the Eveready line almost immediately. Dealers have been featuring it on their counters in the attractive display carton which is furnished to them free and sales have been most satisfactory.



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THE BANKER IS IN YOUR PICTURE!



He Couldn't Reach Bankers

Recently the vice-president of a well known advertising agency came to us with a problem.

A client's salesmen were having trouble in getting to see the proper officer in many banks.

We gave him some suggestions and believe we helped to solve the problem.

That's what we're here for—to assist in a better understanding of the Bank Market and how to reach it—and we don't recommend a full page contract in the *Journal* unless that's really the proper solution.

Banker Influence is an important factor to consider this year. Perhaps a brief conversation with us about it may help your sales.

* * *

AMERICAN BANKERS
Association
JOURNAL

110 E. 42nd STREET NEW YORK CITY
EDITED BY JAMES E. CLARK

Chain-Store Sales for January

	January 1931	January 1930	% Change
Sears, Roebuck (Jan. 2 to 29)	\$23,042,271	\$26,820,165	-14.1
F. W. Woolworth	19,240,069	18,405,159	+4.5
Safeway Stores	17,661,518	18,439,302	-4.2
Montgomery Ward	16,620,238	18,331,113	-9.3
American Stores (26 days to Jan. 31)	12,497,110	12,926,692	-3.3
S. S. Kresge Co.	9,824,933	9,351,731	+5.0
J. C. Penney	9,724,562	10,610,055	-8.3
First National (4 weeks to Jan. 24) ..	8,064,348	8,496,665	-5.1
National Tea Co.	6,788,235	7,333,919	-7.4
MacMarr Stores	6,561,331	7,214,249	-9.0
Walgreen Co.	4,452,339	4,282,366	+3.9
S. H. Kress	4,399,821	4,202,340	+4.7
W. T. Grant	4,110,165	3,783,611	+8.6
Daniel Reeves, Inc.	3,401,091	3,605,390	-5.6
McCrorry Stores Corp.	2,902,462	2,694,567	+7.7
H. C. Bohack (4 wks. to Jan. 31) ..	2,755,993	2,329,630	+18.3
Grand-Union (4 wks. to Jan. 31) ..	2,587,516	2,647,595	-2.2
National Bellas Hess	2,542,227	2,689,337	-5.4
Dominion Stores (5 wks. to Jan. 31)	2,322,764	2,261,399	+2.7
F. & W. Grand-Silver Stores	2,221,500	2,159,762	+2.8
Childs	2,083,273	2,368,618	-12.0
J. J. Newberry	1,769,403	1,510,740	+17.1
Lerner Stores	1,723,236	1,464,886	+17.6
Melville Shoe Corp.	1,655,993	1,475,050	+12.2
Consolidated Retail Stores	1,448,548	1,448,101	...
Lane Bryant, Inc.	1,495,780	1,149,852	+30.0
Peoples Drug	1,430,439	1,295,692	+10.4
Interstate Dept. Stores	1,296,043	1,278,303	+1.4
Waldorf System	1,298,065	1,380,179	-5.9
McLellan Stores	1,292,464	1,222,532	+5.7
G. C. Murphy	1,221,313	939,388	+30.0
Diamond Shoe Corp.	1,123,139	953,634	+17.8
Jewel Tea (4 weeks to Jan. 24)	1,066,913	1,202,513	-11.2
Neisner Bros.	1,035,063	819,446	+26.3
G. R. Kinney	797,449	1,054,387	-24.3
Western Auto (Kansas City) Est. ..	712,000	861,000	-17.3
Schiff Co.	580,892	535,245	+8.5
Crown Drug Stores	540,023	284,363	+90.0
Bickford's	555,625	487,638	+13.9
Exchange Buffet	514,795	603,269	-14.6
Winn & Lovett Grocery	465,212	513,080	-9.3
Edison Bros.	363,870	236,363	+53.5
Federal Bake Shops, Inc.	379,755	383,697	-1.0
Sally Frocks	380,162	419,456	-9.3
Kline Bros.	269,698	212,901	+26.6
Morison Elec. Supply	141,476	162,363	-12.8
M. H. Fishman	96,032	83,118	+15.5
Kaybee Stores	85,550	70,647	+21.1
American Department Stores (4 weeks ended Jan. 26)	576,413	624,643	-7.7
Total	\$188,119,117	\$193,626,151	-2.8

A summary of the sales of the above companies, according to Merrill, Lynch & Company, shows that excluding the mail-order companies, forty-six chain-store companies show sales for January of \$145,914,381, against \$145,785,536 in January, 1930, an increase of 0.09 per cent. The three mail-order companies showed a decrease of 11.7 per cent this January over last.

Out of the above forty-nine companies, twenty-six companies showed increases in sales over January, 1930, results, while thirty-two companies out of the forty-six showed increases over results reported in 1929. It should also be borne in mind that January this year had five Saturdays while January last year had only four.

It is pointed out also that only a few companies increased the number of their stores materially during 1930 and thus the figures are more comparable this year than usual. Forty-seven chain-store companies reported 29,453 stores operated at the beginning of January, 1931, compared with 28,883 at the beginning of January, 1930.

NUMBER OF STORES IN OPERATION

	End of January 1931	1930		End of January 1931	1930
Safeway Stores	2,654	2,665	McLellan	277	260
J. C. Penney	1,452	1,395	McCrorry	242	241
Jewel Tea	1,285	1,217	S. H. Kress	211	202
S. S. Kresge	678	595	Grand-Silver	208	189
Melville Shoe	478	457	G. C. Murphy	166	154
Walgreen	442	402	Peoples Drug	118	112
W. T. Grant	350	279	Childs	112	110
Federal Bake Shops	101	96			

THE LINAGE YARDSTICK

One of the most important yardsticks employed by advertisers to measure the worth of an advertising medium is the lineage that medium carries.

In all of Northern California, The TRIBUNE carried the largest net paid lineage of any newspaper during 1930. This marked the fifth time in the last six years that The TRIBUNE has headed the field.

This advertising domination is proof of two facts. First, The TRIBUNE is a good advertising medium. Second, the Oakland Market in which The TRIBUNE circulates is far above the average in purchasing power.

When you think of the Pacific Coast, think of Oakland, California.

Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle

%
Change
-14.1
+4.5
-4.2
-9.3
-3.3
+3.0
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-7.4
-9.0
+4.9
+4.7
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Successful Farming..is. **1st** *in*

.....

the minds of most advertisers selling to the farm market the regular February issue of *Successful Farming* leads all other farm magazines in total pages of advertising.

It is also

- 1st** in . . Food Advertising
- 1st** in . . Household Advertising
- 1st** in . . Clothing Advertising
- 1st** in . . Farm Machinery Advertising
- 1st** in . . Building Material Advertising
- 1st** in . . Editorial material concerning Better Farm Homes
- 1st** in . . Editorial material concerning the Business of Farming — today, more than ever before, the first requisite for better living

More advertisers used *Successful Farming* exclusively during February than any other farm magazine.

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Advertisers know

that under present conditions, to be **FIRST** choice a magazine must deliver a very definite market of *known* merchandising and consuming possibilities. In the farm field the market must be located where, this year as in all other years, farm cash income is far above the average.

Always, it is the families living on farms in the Upper Mississippi Valley who produce considerably more than half the nation's farm cash income. In normal years their average incomes are two-thirds greater than are the average incomes of farmers in other regions. This year their position, compared with that of other farmers, is vastly more favorable.

Most advertisers know they can develop this *known* farm market of the Upper Mississippi Valley most economically and with certainty thru **Successful Farming**.



Successful Farming
1,150,000 SUBSCRIBERS
Des Moines, Iowa

**3 Cities and 5
Towns Coverage
at 12c per line
in the
Jersey Observer**

The Jersey Observer at 12c per line gives coverage in 3 cities, Jersey City, Hoboken and Union City.

The five towns of West New York, North Bergen, Weehawken, Secaucus and Guttenberg—

The 13th city of the country in population, and a horde of dealers to sell thru.

Ask The Gilman, Nicoll & Ruthman staff about Hudson County, New Jersey.

Frigidaire to Spend \$7,000,000 for Sales Promotion

IN anticipation that 1931 will be by far the greatest year in the history of the electric refrigeration business, the Frigidaire Corporation plans to spend \$7,000,000 in advertising and sales promotion work. J. A. Harlan, vice-president in charge of sales, announces a 50 per cent increase in the appropriation for magazine advertising. Newspaper advertising will be scheduled throughout the year.

A feature of the new advertising will be the appearance of the Frigidaire crest. The crest carries the words "Advanced Refrigeration" which will be the theme of the campaign for 1931. Copy will be directed to the consumer in a light, friendly vein, written to reflect Frigidaire prestige. The copy to appear in newspapers, Mr. Harlan explains, will not insist that the reader immediately rush down to the show room and buy. Instead, it will be the aim of the copy to create desire, not to close a sale. That is what salesmen are for, Mr. Harlan states, so advertising and sales promotion will be devoted to arousing prospects to the advantages of possessing the product, leaving to salesmen the work of applying personal sales efforts to each individual prospect.

A combination of desire-creating copy and hard working salesmen, it is expected, will result in making 1931 a banner year. In order to encourage dealers to take advantage of the magazine and newspaper advertising by tying up to it with local newspaper advertising, the company is supplying all members of its distributing organization with a breakdown, by counties, of magazine and metropolitan newspaper circulation.

Six thousand poster and paint locations will be used in an outdoor campaign that will run for five months of the year. This phase of the campaign, as well as radio, window display and direct mail, will stress the "Advanced Refrigeration" message.

B. F. Burgunder Again Heads Pennsylvania Outdoor Group

B. F. Burgunder was re-elected president of the Outdoor Advertising Association of Pennsylvania at its thirty-seventh annual convention held at Lancaster, Pa. Other officers re-elected are: Paul Yecker, vice-president; Tom Nokes, secretary, and James Reardon, treasurer.

H. R. Johnston, A. Norrington, J. Arlington Rees, Harry L. Carey and Max Ludwig were re-elected directors. H. Johnston was chosen as director from Pennsylvania to the Outdoor Advertising Association of America.

Population Census Bulletin Now Ready

The United States Department of Commerce, Bureau of the Census, has issued a bulletin summarizing the population of the United States as returned in the 1930 census. Figures by States and counties, for cities and other urban areas arranged in groups according to size are given in the bulletin.

Copies of the bulletin which is entitled "Population Bulletin—First Series—United States Summary" may be had by addressing the Superintendent of Documents, Washington, D. C. Its cost is fifteen cents.

Death of Harry S. Macauley

Harry S. Macauley, who conducted his own advertising business at Philadelphia, died recently at the age of forty-seven. He had been engaged in advertising since 1920, first as a copy writer with Donovan-Armstrong, Philadelphia, and later as secretary of Barret-Kneibler, Inc. Previous to entering the advertising business, he had been in newspaper work in Philadelphia for many years. He was a member of the Poor Richard Club of Philadelphia.

J. S. Inskip Heads Rolls-Royce Sales

John S. Inskip has been appointed vice-president in charge of sales of Rolls-Royce of America, Inc., Long Island City, N. Y. He succeeds W. E. Hosca, who has resigned. Mr. Inskip, who has been New York sales manager, will continue to make headquarters at New York.

W. S. Holmes Joins Kirkpatrick Agency

W. S. Holmes, formerly with the Chicago office of McCann-Erickson, Inc., has joined the W. S. Kirkpatrick Advertising Service, Portland, Oreg., as account executive.

Candy Company Appoints Lethrige

The A. G. Morse Candy Corporation, Chicago, has appointed Lethrige, Inc., advertising agency of that city, to direct its advertising account.

"THE TWINS"

Present a new



NOF POWER"

new Survey of

MEMPHIS AND THE

MID-SOUTH EMPIRE



Facts are the factors that count in any market—and to present facts that are new, interesting and convincing, a comprehensive survey of Memphis and the 44 adjacent counties comprising the Mid South Empire, has just been compiled.

This survey, filling a book of some sixty-odd pages and hundreds of photographs, graphically shows the market potentialities of this great section.

Just how the Appeal Pa-

pers cover Memphis and every one of the 44 counties is shown in comparison with their competitive paper. No longer need any advertiser be in question about the paper to use for results in this great Southern market. No longer need space be bought by rule of thumb.

Thousands of copies of this survey, which has taken months to compile, have been mailed to Agencies and Advertisers throughout the Nation.

If you have not received a copy, and want one, write or wire at once.



THE COMMERCIAL APPEAL ♦ MEMPHIS EVENING APPEAL

Agency Wins Suit for Advertising Idea

IN a case recently tried before the Supreme Court of the State of New York, an advertising agency sued for damages as a result of an alleged breach of an agreement to conduct an advertising campaign upon the approval and use of certain photographs, sketches and drawings submitted to the defendant by the advertising agency.

The case, as submitted to the court by the plaintiff, The Grey Advertising Service, Inc., New York, was, in part, as follows:

In accordance with certain presentations that had previously been made, the Grey Advertising Service submitted to Ybry Co., Inc., drawings, sketches and photographs for use in an advertising campaign for Ybry perfumes, subject to the approval of the advertiser. According to the agency's complaint, it was to act as advertising agency if the general plan was approved, and \$40,000 was to be spent for the advertising.

The agency was never officially appointed to handle the account, but it was alleged in the complaint, an advertisement appeared in a publication known as the *Paris Comet*, published in Paris, France, which embodied the photographs and ideas it had submitted. The complaint charged that this advertisement was inserted by Ybry Co., Inc. These allegations were denied by Ybry.

The court found in favor of the advertising agency and awarded the agency \$3,000 and costs.

New York "Daily Mirror" Appoints Harry Singer

Harry Singer, who recently joined the New York *Daily Mirror*, has been appointed national advertising manager of that newspaper. He formerly was with *The American Weekly* for eight years.

Weston Leaves United Outdoor

Gerritt Weston has resigned from the staff of the United Advertising Corporation, Newark, N. J., outdoor advertising.

New Product Campaign with Myers and Golden

Vi-Cod, a new cod liver oil substitute in candy form, is being introduced by the Sun Vitamin Company, Inc., of Miami, Fla., and Oxford, Pa. An introductory campaign is starting in Philadelphia. Car-cards, newspapers and radio are being used. The campaign is being handled by Myers and Golden, Inc., New York advertising agency.

J. M. Skinner, President, Philco Battery

Edward Davis, president and one of the founders of the Philadelphia Storage Battery Company, Philadelphia, Philco radios, has been elected chairman of the board of that company. John M. Skinner, vice-president and general manager, becomes president.

Perfume Account to Albert Frank

Les Parfums Marly, Inc., New York and Paris, perfumes and cosmetics, has appointed Albert Frank & Company, New York advertising agency, to direct its advertising account. Newspapers, magazines and business papers will be used.

Death of A. G. Halfpenny

A. G. Halfpenny, circulation manager for the last twenty-five years of the *Scientific American*, New York, died recently. Before joining the *Scientific American*, he had been with *Harper's Magazine*. Mr. Louis S. Treadwell, vice-president, will for the present carry on Mr. Halfpenny's work.

Appoints Krichbaum-Liggett

The Climax Cleaner Manufacturing Company, Cleveland, manufacturer of wall paper cleaner, has appointed The Krichbaum-Liggett Company, advertising agency of that city, to direct its advertising account. Newspapers will be used.

U. S. Postal Meter to Hanff-Metzger

The U. S. Postal Meter Corporation, New York, has appointed Hanff-Metzger, Inc., New York advertising agency, to direct its advertising account.

Has Insurance Account

The Camden Fire Insurance Association, Camden, N. J., has appointed Jerome B. Gray & Company, Philadelphia advertising agency, to direct its advertising account. Insurance publications and direct mail will be used.

Leaves Hearn Agency

Francis A. Saunders has resigned from The Alfred S. Hearn Company, Inc., New York advertising agency.

**Newspaper lists
based on city populations
of 100,000 or even 50,000
fall far short**

of selling Nebraska.

**But two Nebraska cities
qualify on a 50,000 basis—
one on 100,000.**

**Out beyond the range of
large newspaper
circulations
lies the wealthy
strictly rural market—Agropolis
where four out of five
coverage of 625,000 farm folks
is rendered by one dominating
sales building medium.**

In Nebraska No List is Complete Without

**The
NEBRASKA FARMER
LINCOLN NEBRASKA**

NEW YORK—Wallace C. Richardson, Inc.,
Eastern Managers, 250 Park Ave.

CHICAGO—Standard Farm Papers, Inc., C. L.
Burlingham, Western Manager, 400 West
Madison Street.

SAN FRANCISCO—E. S. Townsend, 713 Hearst
Building.

Omaha

Another NEW YORK
HERALD TRIBUNE
RESULT STORY

TWICE a week in the
Herald Tribune — *and*
Louis Berg's Business
GROWS... *and* GROWS

TWICE a week in the New York Herald Tribune has built a remarkable business success for Louis Berg, New York tailor! Small space, twice every week, Tuesdays and Fridays. Bullets—fired consistently at a known target through a known medium.

Here is Berg's advertising story—

In 1920, Louis Berg, custom tailor, moved his tailoring establishment to Fifth Avenue and Fifty-Seventh Street. Five years ago he was persuaded to advertise his \$100 suit through the use of small space (42 lines double column) in the Herald Tribune—inserted regularly for a whole year.

He started advertising in the early summer of 1925. Though results at first were very small he continued his confidence-building campaign through that off season and then one day a customer walked in with the advertisement in his hand and walked out leaving an order for seven suits of clothes.

From this beginning, new customers came with great regularity, one customer ordering twelve suits at a sitting.

The first year brought assurance of success. The second year brought a thriving business. The third year brought such a volume of sales that Berg had to move to much larger quarters at Fifth Avenue and Sixtieth Street. The next year the business refused to let up even during the off summer season—and today his business is only a very small percentage less than his splendid year of 1928—RESULTS! Berg's advertising agency, Grant & Wadsworth, wrote us in 1929 as follows:

"The success of Louis Berg advertising in the Herald Tribune is a tribute to its power to produce even when small space is used.

"Within three months results came with surprising regularity and have shown steady increases, as much as 50% over the previous



year. This letter comes to you unsolicited in appreciation of what your wonderful newspaper is doing for the advertiser with a small appropriation."

And that isn't all. When Berg started advertising he could afford to be in only *one* newspaper. He chose the Herald Tribune as that one because he felt that among Herald Tribune readers lay his best market for \$100 suits. Now

note this: The Herald Tribune, used for two years exclusively, produced such profitable results that Louis Berg has been able to increase his advertising appropriation to include another newspaper. But he runs twice as much advertising in the Herald Tribune as he does in the second paper.

In these Herald Tribune "Result Stories" we have told and will continue to tell about advertisers who get results with large space planned with consistent schedules. But there's the small space advertiser, too—the firms with the smaller appropriations. Does not Louis Berg's story suggest to them what can be done with *bullets*?

The New York Market of 1931 is an Opportunity Market for advertisers who shoot their "bullets" or their big guns at a known target through a known medium. The Herald Tribune's readership (a City Without Slums) is a tried and proved producer of results for the small advertiser and the large advertiser whose products cost a little or a lot. And the Herald Tribune should top the New York list of the advertiser who demands RESULTS above all else.

NEW YORK Herald Tribune

NEW YORK
MAIN OFFICE
230 West 41st Street

CHICAGO
JOHN B. WOODWARD, Inc.
360 N. Michigan Avenue

DETROIT
JOHN B. WOODWARD, Inc.
6-255 General Motors Bldg.

BOSTON
CARROLL JUDSON SWAN
931 Park Square Building

SAN FRANCISCO
VERREE & CONKLIN
681 Market Street

Is *Population* or *Geography* THE BASIS OF YOUR CALIFORNIA APPROPRIATION?

ADVERTISERS who use an arbitrary geographical line to determine the division of their California appropriations are getting an unbalanced coverage. They are overlooking the fact that 53% of the population of California's 52 counties live in the nine Southern counties. These counties—with a population of 3,006,654—have a greater population than any one of 36 states starting with Wisconsin. More than half the population of Southern California—some 1,774,724 people—live outside of Los Angeles, and Los Angeles newspapers, with only 28% of their circulation outside the city itself, cannot and do not reach them. Long Beach—the center of a trading area of 300,000 population—is Southern California's second largest market. It is separate and distinct in itself, and can only be

reached through the Press-Telegram.



Long Beach
Population
142,032
Families
37,263

Trading Area
(Defined by
ABC)
300,000
Families
78,866

Press-Telegram
Circulation
50,123



LONG BEACH
Press-Telegram

National Representatives

WILLIAMS, LAWRENCE & CRESMER CO.

New York, Chicago, Seattle, San Francisco, Los Angeles

Manufacturers' Experiences in Getting Sales Helps into Chain Stores

Success Depends on Many Factors, Such as Character of Product, Size of Chain, and Persuasive Selling—Eighteenth Article of Chain-Store Series

By M. M. Zimmerman

THIS is a continuation of the discussion of the subject of the use of manufacturers' dealer helps by chain stores. In the preceding article of the series, the attitude of the chains was investigated from the standpoint of their executives. This week's article will have to do with the views of the manufacturers.

One large food manufacturer has found that where chains have used his window material, they have put special effort behind the sale of his products. This manufacturer has also observed that the chain stores as a rule prefer large plain window streamers in two or three bright colors—usually red, white and blue—with a space provided thereon for a special price. Such streamers can be seen from across the street. His suggestion is that any manufacturer who wants to get the chains to use dealer helps, should contact the head executive of the store organization. The manufacturer must, however, be clever enough to sell the idea of using these window display helps. "It is not particularly hard," he remarked, "when the product under consideration is a nationally advertised one."

Another large national advertiser believes that nearly all chains

are glad to display items that are well advertised. But, many of them believe that their windows are too valuable to sell to any manufacturer who wants to buy them. They have also found out by actually checking sales that the additional profit made per window per week by displaying a well advertised article is much greater than the amount that they would receive for their windows from the manufacturer of an item less well known. However, some of the smaller and middle sized chains are willing to get a price for their windows, even on goods not greatly in demand. Some of the chains that sell their windows to the manufacturer include in the sale a window poster, counter leaflets and some form of window display or cut-out, which the manufacturer supplies. In the smaller cities a little newspaper advertising may be included. Some large manufacturers pay the chains a regular fixed monthly sum in return for which their products are displayed at given intervals, both in the window and on the counter, as well as in newspaper advertising possibly once a week.

A canning company producing national brands has not found any consistent attitude among the



We Have
Gerber's
STRAINED VEGETABLES
for baby

Ready
to
Serve

Unseasoned
Steam
Sterilized

Food and Approval

Type of Display Material That Chains Will Use

chains regarding dealer helps. This manufacturer finds that some of the chains give co-operation freely, while with others he has to argue to convince them that he does not pay for this sort of co-operation. "We have had all sorts of requests," he said. "Some chains have fixed amounts for stores and others have a flat amount for their complete co-operation, which consists of store displays, newspaper advertising, window streamers and special co-operation on the part of clerks. Many of these chains insist that all the material to be used must be of their own preparation."

This manufacturer stated that he has had almost universal success with chains in getting them to use from twenty-five to fifty folders for each store, with its local address printed thereon. Some chains have been glad to use window cards, and also a roll-up window display. In a number of instances the roll-up display has been used to put in their vegetable window when the vegetables were out over Sunday. "The best comparison as to the effectiveness of the use of the dealer helps," he said, "is in the case of the chain having over 1,000 stores in one city and over 200 stores in another city. The larger unit does not use dealer helps of any kind, but the smaller unit is very anxious to get them and as a result the sales per store of our products in these smaller units averaged over 50 per cent more than the stores of the larger unit—and by the way, the stores of the larger unit have been selling our goods a much longer time. It has also been our experience that the voluntary chains hammer harder for special co-operative advertising plans than the regular chains in spite of the fact that they can deliver much less."

Another national advertiser, whose activities are nationwide and whose products are carried by practically all the chains, has had but little success with his dealer helps through chain stores. With some of the smaller, locally owned chains, he has been able to arrange for the distribution of

some of his dealer helps material, but his experience with the big fellows is that they are opposed generally, and will not permit the practice except in specific cases. Last year he worked out an attractive vegetable display for a large chain, to be used in the vegetable window over the week-end after the vegetables are taken out. This proved very popular. This manufacturer has also been using for a number of years displays to be placed on the top of shelves, but these are specials and can hardly be used for general distribution.

Some of the Difficulties

"The main difficulties we have encountered with chains," stated this manufacturer, "are lack of space, lack of uniformity in the interior scheme of the stores, the disposition of the chains to determine for themselves the particular items they desire to advertise and feature and the chains' insistence on the value of the space used, in connection with the manufacturer's unwillingness to pay for same. Our experience is that there is a definite disposition on the part of the chain store today to commercialize its store space, window and service, and to rate it at a much higher price than the service is actually worth."

On the other hand, an important beverage manufacturer whose products enjoy an excellent sale among the chains, but which usually are featured as leaders, states that he has had good success in placing his dealer-help material with chain stores. "In a general way," he explained to the writer, "they accept our material and display it in a manner comparable to the reception we enjoy from the independents. Some chains do not give us this co-operation because they require payment for it, but as a rule, enough of them are interested to use our displays without payment to warrant our going after this form of co-operation."

A well-known soap manufacturer, besides being able to interest the chain in his display material, has been able to get a number of them to put on "soap weeks," using the special display material

material, with the big are opposed permit the specific cases. out an at-lay for a n the vege-week-end taken out. lar. This been using displays to selves, but can hardly istribution.

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Sell her

and you sell

her neighborhood

—in terms of a million

because when it comes to Home Making, she knows and her neighbors know she knows.

Figure for yourselves the type of woman who matches her napery—who lays her dining table with cloth and napkins embroidered in the same rich design.

What manner of woman is this?

A woman with an understanding of the finer things of life; a sure reactor to anything—food, decoration, dress—that leads to the betterment of living conditions.

This is the manner of woman that forms the backbone of Needlecraft's readership and, because she is this manner of woman, her neighbors depend on her.

CHAS. W. CORBETT, Advertising Director
Chrysler Building New York

NEEDLECRAFT
the Magazine of Home Arts

Boston
Dorr, Corbett & Dutch
294 Washington St.

San Francisco
Blanchard-Nichols-Coleman
Hunter-Dulin Bldg.

Atlanta
Blanchard-Nichols-Coleman
Grant Bldg.

Chicago: Blanchard-Nichols-Coleman & Johnston, Palmolive Bldg.

prepared for the occasion. While most of this manufacturer's display material is for the windows, some of it is also used for inside display on the counter and on the floor.

A manufacturer of a specialty product that is used with other food products has been successful in obtaining close co-operation from a number of the leading chains. His plan is to distribute lithographed recipe cards. A number of leading chains use these cards, on an average, every other month. A counter display is obtained without any cost to this manufacturer, simply because his product helps the chain to sell many of its other lines.

However, when this manufacturer approached another of the large national chains with the same plan, it was turned down—but the chain would have considered it for a 10 per cent advertising allowance, which of course was refused. This manufacturer went to several of the chain's divisions in other sections of the country, and as this manufacturer stated, "In no instance where I have shown it to even the dumbest chain store manager has he refused it. It is a real sales producer, and that is what the chain manager wants." This man believes that window display advertising for a specialty is a big waste, but the plan that his company has worked out is really successful, with nearly 60,000 stores using it monthly.

The Liquid Veneer Corporation has been able to obtain some excellent co-operation from chains by developing a simple shelf display, which is probably one of the most profitable silent salesmen ever turned out for the chains. This display consists of a metal container holding six four-ounce packages of Liquid Veneer, which is the popular size in chain stores. It is tacked up on the strip that supports the shelving in the store back of the counter, and if possible, back of the cash register where it will meet the gaze of the customer as she pays her bills.

"We were very successful in getting this metal display rack up in a great many chain stores," stated

F. D. Morgan, general manager of the Liquid Veneer Corporation, "where other materials such as counter displays, cards, etc., did not survive. Naturally, the attracting point about this display is the fact that it takes up little room."

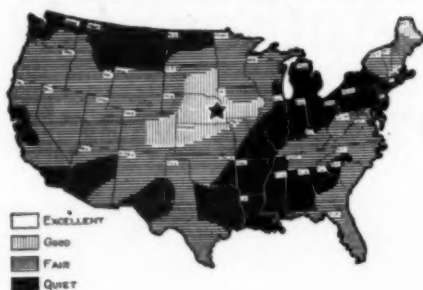
The manufacturer of a well advertised drug specialty that enjoys an excellent sale in the chain stores finds but few chains will use his own window display material. During the last few years particularly, he has found that the larger chains prefer to make their own cards, using dummy cartons in connection with these cards. This condition has been brought about by the standardized windows which seem to be so popular with drug chains. Booklets and folders do not appear to be very popular in chain drug stores.

Insuring 100 Per Cent Use

A manufacturer of electrical products, catering to the 5 and 10 cent store trade, supplies streamers and counter cards to all chain stores handling his line with one most important exception. He sends the displays direct to the store, and at the time it is sent, a letter goes out from headquarters, requesting that the stores use the material. He has found that this insures almost 100 per cent use—something which his company cannot count on with independent retailers.

The Atwater Kent Manufacturing Company reported that a high percentage of the dealer helps it produce receives a showing. At no time has the company experienced great difficulty in getting full co-operation from its chain-store customers on a definite window display campaign. "In this connection," stated W. H. Wilson, of the sales promotion department, "it must be borne in mind that a large majority of our distributors maintain display departments of their own or employ outside display companies to install dealer windows, using the material supplied by us. Our distributors are charged for all material. This charge is passed along to the dealer by the distributor. The procedure followed by our distributor is left entirely to his discretion and the

Forbes Business Map for February, 1931



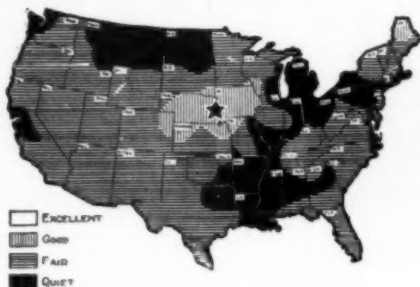
The ★ on these two Forbes business maps is Omaha's location.

Note the ★ is near the center of the light shaded section on each map—which was the *ONLY* area on the Forbes January and February maps, with the exception of Maine, where business was found to be "GOOD."

Omaha was in a "good" section in December also and in previous months.

Omaha merchants are cashing in on the city's and territory's fortunate conditions. They used in January of this year, more *World-Herald* space than in January, 1930, and in the whole of 1930 only 1% less than in the banner year of 1929.

COME WHERE BUSINESS IS!



Forbes Business Map for January, 1931

The WORLD-HERALD

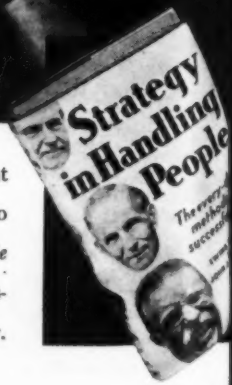
January, 1931, Average, 122,211 Daily, 118,239 Sunday

National Representatives; O'MARA & ORMSBEE, Inc.

Author of *Strategy in Handling People* joins Hays MacFarland & Company



Ewing T. Webb, now vice-president of Hays MacFarland & Company, Chicago—co-author of *Strategy in Handling People* in collaboration with John J. B. Morgan, Professor of Psychology at Northwestern University.



EWING T. WEBB
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ate Handling People rland Company as partner

*Ewing T. Webb, noted copy writer,
now vice-president of Chicago agency*

EWING T. WEBB, one of the outstanding copy writers of the country, has recently joined this agency as partner and vice-president.

While still a young man, Mr. Webb planned and written many famous campaigns—campaigns aggregating publication space a value of over \$1,000,000.

Recently Mr. Webb has come into national prominence as co-author and publisher of *Strategy in Handling People*.

This remarkable book, now a best seller in the non-fiction field, is not only evidence of Mr. Webb's thorough knowledge of his subject—how to influence people. It is also, in its whole conception, from the dramatic presentation of the ideas in the text to the physical plan and design of the book

itself, a striking example of advertising and merchandising skill.

The success of *Strategy in Handling People* rests on Mr. Webb's exceptional ability to sell through the written word—upon his keen perception of how to make people buy a given article or service.

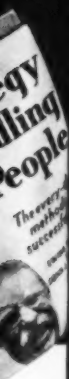
As a member of this organization, Mr. Webb can contribute that very type of experience and capacity for which many advertisers are searching in these days of close scrutiny of the advertising dollar.

We are now ready to offer our services to two or three more advertisers who appreciate the urgent need today of exceptional pulling power in copy and of unusual ingenuity in advertising plans.

HAYS MACFARLAND & COMPANY

ADVERTISING

33 NORTH MICHIGAN AVE., CHICAGO



**Amos'n' Andy sell it ...
but BUSH distributes it
throughout Greater New York**



Photo by Fairchild Aerial Surveys, Inc.

DISTRIBUTION of merchandise is a vital part of the selling job. So Bush Terminal distributes Pepsodent throughout the New York metropolitan market, leaving the Pepsodent Company free to concentrate on making it and selling it.

In the spacious warehouses of Bush Terminal is a large stock of Pepsodent. An order from a druggist appears. The quantity may be a gross or it may be a third of a dozen. All the same to Bush Terminal. The smoothly geared wheels of Bush Distribution Service turn and within a few hours the order is filled—with no trouble to anyone in the Pepsodent organization. This service is strictly *à la carte*. Pepsodent pays only for the services required by Pepsodent. This makes major economies possible; and it also assures quicker deliveries—in other words, helps to accelerate sales.

A broad, flexible, varied service provides production economies and distribution efficiency. Eight ocean steamship piers; miles of railway sidings; massive warehouses; 10,000,000 square feet of floor space; cold storage; steam, power and heat in any quantity. Highest standards in receiving, storing and delivering goods and equally unrivaled facilities for manufacturing or distributing on an "industrial apartment house" basis.

We can fit these services exactly to your needs after a discussion of your individual sales, manufacturing and distribution problems. Bush Terminal has a specific, specialized or all-inclusive service for any manufacturer who sells to greater New York. Ask us for fuller details. Descriptive literature on production and distribution will be mailed you on request. Specific questions will be answered in full by Bush expert service men.

BUSH TERMINAL COMPANY

Metropolitan facilities for **DISTRIBUTION WAREHOUSING AND MANUFACTURING**

Executive Offices: 100 Broad Street, Dept. P, New York

Piers, Sidings, Warehouses, Depot and Manufacturing Lofts on New York Bay

FOREIGN DISTRIBUTION—BUSH SERVICE CORPORATION

plan may vary with each distributor."

Manufacturers who either operate their own voluntary chains or who work in co-operation with a group of dealers under a voluntary organization have been successful in getting their dealer helps used by members. Perhaps the two outstanding illustrations are the Brown Shoe Company and Wilson Brothers, haberdashery, two national advertisers who have given considerable thought and study to dealers' problems. They probably have evolved the nearest approach to ideal co-operation that can exist between the manufacturer and his retail outlets. Manufacturers should study the policies of these organizations and the methods they pursue in developing dealer confidence.

"The major part of our display service," said A. G. White, advertising manager of the Brown Shoe Company, "is a series of moving displays which we offer to our customers on what is practically a rental basis. We prepare a special window display book with complete instructions, giving reasons why and how each display should be featured. Practically all of our customers are using this series of displays. Then we have a certain amount of counter signs, both cardboard and electric flasher, and other material of that sort. In addition to this we have a series of comparatively small window cards which are made up with the idea of giving a hand-lettered effect, such as a show-card writer would give. These are sent out at regular periods throughout the year to a select list of customers who will use them."

The company's special display book describes and illustrates a series of twelve displays the dealer can rent. It is titled "Making Your Windows Sell Shoes—Specially Prepared for Merchants Featuring Buster Brown Shoes." Page one is captioned "Are Your Windows Good Salesmen?" and emphasizes that windows can sell and should sell enough shoes to pay at least for half of the dealer's rent. Page two is captioned "Variety—The Life of Your Win-

dows!" The message discusses the purpose of the book, which is to put into the dealer's windows the variety that will make them attract attention, and the story tells how the Brown Shoe Company has constructed the series of twelve displays.

Beginning with page three, each of the displays is illustrated. Each display is a complete unit in itself and each dealer is offered this series on a rental basis of \$40 for the whole year; \$20 to be paid on receipt of the first display, and \$20 to be paid in six monthly instalments.

The Wilson company maintains a complete window-display department, covering every possible function and activity. When summed up, it virtually amounts to giving the merchants expert advice and assistance on every subject from preparing plans for the building to the merchandising of the modern retail store. The Wilson dealer service bureau is fully equipped to issue detail drawings, blueprints and specifications, so that any local contractor can work direct from them. This specification and drawing service will include either the store unit or the entire building.

For the window display service, Wilson has a complete department, which has been successful in furnishing information on modern window displays to its merchants throughout the country. It sends out considerable information through a house-magazine, "The Concentrator," which gives the complete arrangements of special window display units as well as the necessary fixture equipment. The company has also conducted window display schools in New York, Chicago, San Francisco, Los Angeles, Denver, Salt Lake City, Birmingham and Dallas, with a total enrolment of about 850 students. In the Chicago salesroom Wilson has on display forty-two unit displays at all times, which are changed approximately once every two weeks, incorporating the new ideas in modern window displays of haberdashery. It also furnishes dealers three times a year—spring, fall and Christmas—a set

York

O

Bureau, Inc.

service pro- and distri- steamship ings; mas- 00, square d storage; any quan- receiving, goods and for manu- n an "in- basis.

exactly to n of your iring and Terminal all-inclu- ufacturer rk. Ask ictive lit- distribu- request. answered vice men.

ANY CTURING w York York Bay ATION

of decorative showcards, eight cards to a set, in color. Dealers have received these cards enthusiastically.

Tom Lesslie, director of display and design of Wilson Brothers, stated that his department has always made it a point to be unselfish in teaching the art of displaying not only its own haberdashery line, but in other kindred lines as well. "We have been very enthusiastic about other accessories of men's wear other than our own lines," he stated, "and through this unselfish activity we have gained the hearty co-opera-

tion of many of the leading manufacturers of clothing, hats and shoes."

Manufacturers who are keen to get the chain to use their display material, will do well to study their methods of approach very carefully. If their products enjoy a good sale among the chains and the profit is sufficient, they can, through persuasive selling, obtain such co-operation without even paying for it. On the other hand, if the product is one of these profitless leaders, they will have a hard time getting the chain to consider any dealer helps.

What Groucho Says

One Agency's Loss Is Another Agency's Gain—Maybe

I LOOK tired, you say? Well, why wouldn't I? Been all over the lot trying to pick up the pieces. Lost three clients. Got three more. Don't know which fact I should celebrate or which I should hang crepe for. Clients I lost went to other agents cuz they hoped their new slaves could make a nickel work like a dollar bill. Clients I got came in for the same reason, thinking of course we could hit 'em where they ain't. Did I encourage that idea? Mebbe I did. Very apt to paint a lily or two while I talk about our glorious efficiency and all-embracing skill.

None of these clients may be so very lonesome either. The other agents have hired some of our men and we have hired some of theirs. Rapid turnover right now of what some people call "key men."

For instance, Hollowell, V.-P. of Zee Zee, now becomes V.-P. of merged Black and White Agency. How'd it happen? I'll bet it was something like this: Zee Zee's Gent. Treas. says, "For the Love of Mike, fire somebody whose salary will make a visible difference in the red ink level!" Hollowell is a valuable man, but Zee Zee can draw breath without him, so Hollowell gets a marked calendar and the kindest words he's ever had from Zee Zee.

'Bout this time a publisher's rep whispers to Black and White that

Hallowell, the great mainstay of Zee Zee, is not altogether pleased with his old firm and they send him an under-cover invite to come and see. Hollowell goes for a visit with his high hat on.

"One thing I will not do," sez Hollowell, "I shall make no effort, ever, to disrupt the business of my old firm. I don't propose to take a line of business from them."

Very noble attitude often taken by men like Hollowell, who secretly disbelieve that they could take a line of business if they tried. The ability of the individual to take business with him is sometimes a fact, but more often it's an unfounded rumor.

Well, Black and White now have the famous Hollowell and (this is funny) Zee Zee has acquired two discarded copy men from Black and White, who, for all I know, may be very good.

If I were hiring writers, a discarded from a good agency wouldn't bother me a bit.

Why can't Hollowell take business away from Zee Zee? Why did Zee Zee let so able a man out? That's easy. He's been much more a house executive than an account man. The agency men who are sure to be kept at all hazards are the personal account handlers. They gotta die or lose all their accounts before they get the gate.

GROUCHO.

Feb. 19, 1931

Feb. 19, 1931

PRINTERS' INK

119

ADVERTISE TO MERCHANTS WHO ARE DOING BUSINESS RIGHT NOW !

Building supply dealers are doing business now. While other factors in the building field are forced to sit tight and wait for building to come back, building supply dealers are doing business every day.

are doing business today—right now.

And as going concerns, these dealers are thinking and planning for the future—the next ten months and the next ten years. They are making up their minds about products they will sell when building is normal. They are in the right frame of mind to read your advertisements and listen to your salesmen. They are in the right frame of mind because they are doing business, their doors are open, people are coming into their stores. They have not been forced to close up shop, therefore they are optimistic and open to suggestions for doing more business.

These dealers are doing business because they are not entirely dependent on new building. They all have something to sell that people will buy right now. Some are selling insulation for old homes. Some are selling ice. Some go after re-roofing business. Some sell coal. Some sell mechanical stokers, mechanical refrigerators. Some sell paint and hardware. Some sell sand and stone. Some sell all these products. But no matter what they sell, they are selling products today that are bought regardless of the general building situation. They all have a source of revenue that enables them to keep their stores open and their yards busy. They are doing business. Their salesmen are on the job and their organizations are intact. They

These dealers who are doing business now will be volume-producers for you in the near future. Get them lined up now. Ask for A. B. C. statement and other data on the paper that is read by 10,000 of the progressive building supply dealers, the real merchants of the business.



BUILDING SUPPLY NEWS (A. B. C. and A. B. P., of course)
is published monthly by Industrial Publications, Inc.

59 E. VAN BUREN STREET, CHICAGO

How the Vestal Copyright Act Affects Advertisers

Some of the Salient Features of the Act That Appear of Special Interest to Advertisers

By Gilbert L. Bailey and Boyd L. Bailey

Member of the Kentucky Bar

Member of the New York Bar

THE Vestal General Copyright Act which was passed by the House of Representatives on January 13, 1931, and at this writing is before the Committee on Patents of the Senate, is "An Act to amend and consolidate the Acts respecting copyright and to permit the United States to enter the Convention of Berne for the Protection of Literary and Artistic Works." It is the concrete expression of fifty years of effort to bring the copyright laws of the United States up to date.

The outstanding feature of the proposed act is that copyright is automatic; that is, no copyright notice, registration, or other formality is necessary to give copyright protection. As soon as the work is created it is copyrighted not only in the United States and its dependencies, but also in all countries which have entered into the convention of Berne, which means all important countries except Russia, China and Mexico. The holder of the copyright has the exclusive right "to copy, print, reprint, publish, produce, reproduce, perform, render or exhibit the copyright work in any form, by any means, and/or transform the same from any of its various forms into any other form, and to vend or otherwise dispose of such work. . . ." in any of these countries, without notice or formality. Equal rights are given to owners of foreign copyrights in the United States under the Convention of Berne.

The copyright so obtained is divisible. For example, Mr. McManus may sell one of his "Jiggs" cartoons to a newspaper syndicate, granting it the copyright for newspaper publication only; he may sell another part of his copyright to a firm for use solely in advertising

a certain product; and he may sell a third part of the same copyright to a "movie" for use on the screen—or he may sell all of his rights of whatever description to one individual or corporation. This is in contrast with the present law: If Mr. McManus has sold a cartoon to a newspaper syndicate and that syndicate has printed the copyright notice in its own name (and it will usually acquiesce in no other procedure) under the present law, the syndicate owns the entire copyright. An advertiser wishing to purchase the use of that cartoon must buy permission to use it from the syndicate—unless the syndicate will kindly return the copyright to Mr. McManus in order that he may fully profit from his labor.

Under the new act assignments, mortgages or other dispositions of copyrights or of rights in the same may be recorded in the Copyright Office at any time after execution, but failure to do so does not affect the validity of any such instrument. The reason for recording may be illustrated:

A dishonest author sells radio rights to two advertisers. Each of the two advertisers is ignorant of the sale to the other and each has been assigned exclusive broadcasting rights. The first of the advertisers to record his assignment will prevail over the other, the other having no rights in the copyright whatever. Needless to say, in such an instance, the victim will have a cause of action against the wrongdoer.

The term of copyright, under the new act, is the life of the author and fifty years after his death, but where the author is not an individual, the term shall be fifty years from the completion of the work. Therefore the term of pro-

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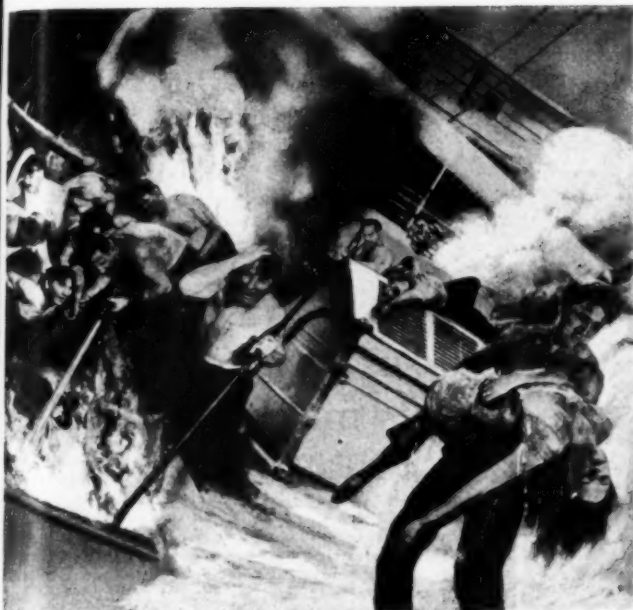
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Dramatized Composite PHOTOGRAPHY

The most vital means of putting your ideas into action.

It elevates your sales message to the heights of a stirring drama in real life.

It offers a splendid opportunity to tell your story in a most convincing manner, in an atmosphere that is real and unmistakable—combining a keen sense of human interest with a keen sense of merchandising.

Consultation welcomed. No obligation.

The only studio
especially equip-
ped to do this
type of photog-
raphy

NEW YORK ILLUSTRATORS, INC.
1926 BROADWAY, NEW YORK

Tel. TRafalgar 7-4516



Now you can effectively reach important markets *at cost*



THE trend of the nation's habits is hotel-and-restaurant. The two fields have become steadily-rising, and markets for almost every conceivable human necessity of luxury.

In the Ahrens Publications the business paper coverage of these industries has been simplified, strengthened and made more effective. Each magazine of the family has definite reader audience, its specific results to achieve, stands as a powerful influence in those functions for which it was designed. But in this group publishing plan, advantages are made available to the reader, the advertiser, the agent, as well as the publisher. And with *material reduction in cost!*

Not only in the dollars of your space appropriation is saving to be obtained, but in the elimination of detail handling and mechanical expense also. One contact, one plan, one billing and one publisher . . . in a word, a single transaction opens the way for you to reach every nook and corner of a highly lucrative buying field.

Already being advertised by this group method are the well-known products as:

Bates Bedspreads
Bigelow-Sanford Carpets & Rugs
Camay & Ivory Soaps
Colgate-Palmolive Soaps
Hall Fireproof Chinaware
Libbey Safedge Glasware
Hunter Fans

Lux Toilet Soaps
Monel Metal
Rosemary-Basco Table Linens
Thibaut Wallpaper & Decorative Fabrics
Wamsutta Sheets & Pillow Cases
Waters-Genter Products

AHRENS PUBLISHING CO., Inc.

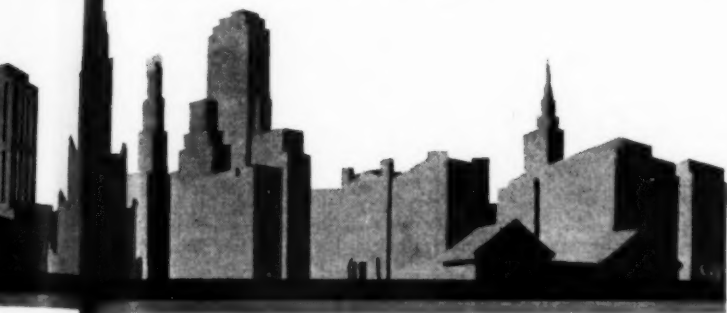
Executive Offices:
40 East 49th Street
New York City



Western Office:
624 South Michigan Avenue
Chicago, Ill.

Southern and Pacific Coast Representatives: Blanchard — Nichols — Coleman
Atlanta, Los Angeles, San Francisco and Seattle

ALSO PUBLISHERS OF THE GEHRING TRAVEL GUIDE



ively reach these increasingly cost recently believed impossible

Group No. 1—\$5000 Annually Hotel

Hotel Management
Hotel Review
Hotel World

One page each month in each magazine. This group offers the manufacturer a more effective saturation and a larger circulation at a lower rate than has ever before been possible.

Saves \$688 per Year

Group No. 2—\$6000 Annually Institutional Trade-Hotel

Institutional Jobber
Hotel Management
Hotel Review
Hotel World

One page each month in each magazine. Makes possible a complete coverage of the trade influence—the supply dealer and his salesmen—as well as the hotel consumer, a very definite economy to the advertiser.

Saves \$888 per Year

Group No. 3—\$7000 Annually Restaurant-Hotel-Food

Restaurant Management
Hotel Management
Hotel Review
Hotel World

One page each month in each magazine. Devoted primarily for food manufacturers. Makes possible an advertising domination of hotel and restaurant markets with more effective saturation at lower rates than have been heretofore obtainable.

Saves \$788 per Year

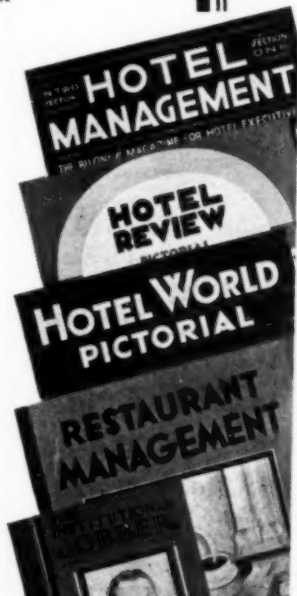
Group No. 4—\$7800 Annually Institutional Trade-Hotel-Restaurant

Institutional Jobber
Restaurant Management
Hotel Management
Hotel Review
Hotel World

One page each month in each magazine. Makes possible a comprehensive coverage of the trade influence—the supply dealer and his salesmen—as well as the restaurant and hotel consumer at a marked economy to the advertiser.

Saves \$1,188 per Year

For those interested in the fields these publications cover, we have prepared "A Pictorial Survey of the Hotel and Restaurant Markets." Copy available upon request.



GOOD COPY

A "new slant"
is apt to be
more success-
ful if it is based
on knowledge
of past success
or failure.

**HAWLEY
ADVERTISING
COMPANY
Inc.**

*95 Madison Ave.
New York City*

tection for practically all advertising will doubtless be fifty years.

One whose copyright has been infringed is entitled to an injunction restraining further infringement and to receive actual damages suffered as well as all or such part of the profits which the infringer shall have made as the court may decree to be just and proper. In the court's discretion, the infringer may also be compelled to pay a reasonable fee of the plaintiff's attorney.

In lieu of actual damage and profits (it is practically impossible to tell the amount of damages suffered by the copying of an advertisement), the owner of the right infringed may elect to take such statutory damages as the court may declare to be just, provided that in the case of newspaper and magazine advertisements they shall not exceed \$5,000 nor be less than \$100. If infringement is innocent, these amounts should be divided in half, unless the infringed matter was recorded or bore a copyright notice.

In addition to damages, the victim of copyright infringement is generally entitled to an injunction restraining further infringements and is also entitled to have delivered up all articles alleged to infringe upon the copyright, and such copies, plates, molds, or other means for making such copies may be destroyed if the court shall so order.

All copies of any copyright material created by a citizen of the United States which shall be distributed in the United States in book, pamphlet, map or sheet form shall be manufactured within the limits of the United States or its dependencies. The same is true of copyright illustrations, maps or charts within any book or pamphlet, or in sheet form. In the case of such material, the author, copyright owner, or the agent of one of them, must submit an affidavit to Washington stating that the manufacturing processes were completed within the United States or its dependencies. This affidavit must be filed within sixty days after publication. The penalty for failure to comply with this pro-

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vision is that the one who might have made the affidavit is prevented from instituting an action for infringement of copyright. It is probable, therefore, that the advertising agency desirous of copyright protection will have to see that an affidavit is made in the case of advertisements printed singly or of illustrations in newspapers or magazines. But in any event, no one will be able to say that the copyright is bad until sixty days after publication where no affidavit is filed.

While no notice of copyright is required under this act, nevertheless a legible notice of copyright or a notice with reference to any right included in the copyright may be placed on copies of the work by the owner or assignee or licensee. Use of such notice of copyright with intent to defraud is a misdemeanor, as in the present act, and is punishable by fine of \$100 to \$1,000. Knowingly issuing or selling an article bearing notice of copyright where copyright does not subsist in the United States is also a misdemeanor and punishable by fine of \$100. Thus it is criminal for one to attach a copyright notice to something known not to be original or knowingly to sell such matter.

The author or other owner of the copyright in any work or any right, title or interest therein, may, if he so desires, obtain registration of a claim to copyright in such work or in any of the rights comprised therein, upon depositing in the Copyright Office in Washington an application accompanied by the registration fee and one copy of the work or suitable means of identifying it.

Simplicity of Registration

The manner of obtaining registry is much the same as under the present act and the fees are much the same. The process is simple and can doubtless be followed by any layman upon obtaining a final copy of the act. The Government seal on the copyright certificate, however, will afford little comfort for the wary because "The Copyright Office shall have no discretion to refuse to receive



AN EYE- WITNESS WRITES ON PUNCH AND THE EMPIRE MARKET ♦♦♦

From WEST AFRICA PUBLICITY LTD.,
AFRICA HOUSE, KINGSWAY,
LONDON, W.C.2.

Miss Marion Jean Lyon,
Advertising Manager,
"Punch," 10, Bowverie St.,
E.C.4.

Twelfth
December,
1930.

Dear Madam,

During a tour which I made this year throughout British West Africa, I came to the conclusion that by advertising in "Punch" advertisers go a long way towards carrying out an Empire campaign.

I was entertained by officials and merchants in practically every town of importance throughout the Gold Coast and Nigeria, and "Punch" was to be found in very many of the bungalows. There seemed to be a general reluctance to throw "Punch" away, and copies many months or even years old, obviously read and re-read many times, were stacked on verandah tables.

In the Clubs it is difficult to get hold of "Punch" because someone else is usually reading it. After a few months' accumulation in the Clubs, "Punch" then goes to the Hospitals.

Out of a population of some 10,000 Europeans (mostly English), in British West Africa, the proportion who do not read "Punch" at all must be very small indeed. I have informed many of my clients that as far as the European trade of West Africa is concerned, advertising in "Punch" does a lot.

Yours very truly,
for WEST AFRICA PUBLICITY
LIMITED,

(Signed) G. I. LLOYD,
Director.

any application nor to refuse to register such work upon any application being made."

The purpose of going through the formality of registry and/or adding a notice of copyright is to give notice to the world that a copyright is claimed. The advantage of such notice, as we have seen, is to enhance damages in the event of infringement.

All records and other things relating to copyrights required by law to be preserved shall be kept in the Copyright Office, Library of Congress, Washington, D. C. and shall be under control of the Register of Copyrights.

The act does not apply to designs or patterns for wearing apparel, nor pictorial representations thereof, nor to any other designs capable of being patented, except designs which though capable of being so patented are not used or intended to be used as models or patterns to be multiplied by any industrial process other than printing processes, lithography, photogravure, and so forth.

These are the salient features of the Vestal Act which appear of especial interest to advertisers.

In the hearings before the Patent Committees of the House and Senate the features of the act have been thoroughly discussed by men and women speaking for the national and international associations of authors, artists, publishers, dramatists, musicians, members of the motion picture, radio, phonograph, and printing industries, and others. Very little has been said by the advertiser for or against the act.

The advertiser stands to gain by the passage of the proposed act. It would put an end to the confusion presently existing as to the proper place to apply for a copyright for an advertisement. At the present time, words are all copyrighted in the Library of Congress. All labels and pictures designed to advertise manufactured articles are copyrighted at the Patent Office. Pictures designed to advertise something not a manufactured article (life insurance, for instance) are copyrighted in the Library of Congress. The legal profession is in

some doubt as to the proper place to obtain a copyright under the present law for an advertisement of a manufactured product composed partly of words and partly of a picture. Fortunately there are strong indications that loss of copyright is not attached to a mistaken choice. It is ridiculous that legal advice should be necessary in such an essentially simple matter.

The advantage of an international copyright is obvious in these days when agencies advertise a single product in more than one country.

Objection has been made to the "automatic" feature of the Vestal Act on the ground that it may give rise to innocent infringement of copyright. Every creator of original work before publication now has this feature under the common law; the proposed act would give him the same right after publication. Experience with automatic copyright in foreign countries has shown it to be practical and satisfactory; besides, there always remain the optional safeguards of registration and notice of copyright. Furthermore, it must not be forgotten that originality—not newness—is the chief criterion of copyrightability. In other words, the advertisement which you originally conceive will not infringe upon anyone's copyright, although it may be identical with an older, fully protected work.

Divisibility of the proposed copyright is strongly opposed by manufacturers of mechanical methods of reproducing music, and members of the broadcasting and motion picture industries, the claim being made that copyright owners may hold them up for multiple royalties which would be ruinous and subject them to endless litigation. The authors answer that much of their work is now being used without compensation to which they are entitled and that the owner of a copyright, like the owner of any other property, should be entitled to sell it all or in part, lease it, mortgage it, or dispose of it in any way he desires. The objectors to the act seem to have overlooked the possibility of regulating such matters by contract. On the whole,

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PEOPLE'S POPULAR MONTHLY

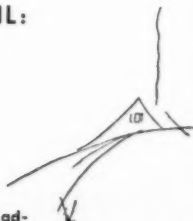
announces

**better
whiter
paper stock**

*for both the cover and the
body of the magazine*

beginning with the May Issue, 1931

DEAR GIL:



It costs a lot to advertise. It costs so much, it seems to me, that folks who pay the price ought to go and get **GOOD COPY**, or else, save the money. Good copy **PAYS**. Placid or rotten copy **FAILS**. Each costs the same . . . Good copy is easy to read, rhythmic, simple. It has courage. It carries conviction. It is often audacious. It is interesting; written interestingly. It has a burr in its voice, or honey on its lips, as needed. It tells what **YOU** want them to know that **THEY** want to know. It *paints word pictures, unforgettably*. It suggests. It can prove. It eliminates doubt, antagonism. It is read. It is understood. It is believed. It **PAYS!** Good copy in good advertising sells . . . hand lotion or sleep or food or magazine space or trunks or money or . . . Rotten copy is rotten-copy . . . In our agency, the time allotted for writing a series of advertisements frequently lengthens into extra weeks. Whatever amount of time is required, that amount of time is given. A booklet or a package cover or a page in Collier's must each be as fine as we know how to plan and write. Results justify. Here is an example; one of a series of newspaper love letter advertisements written to Mother to sell subdivision lots to Father. It *painted pictures*. It sold \$50,000.00 worth of options on lots in one day. We asked \$1200.00 to plan and write and place six of them. It cost two weeks of our time. Here it is: . . .

"Mother, listen here! . . . You're the one to be suited. Why not a lot and a home in the "Woodlands"? . . . Up on a ridge of hills, it peeks into and over the rolling grounds of the country club. It's on the edge of freedom and it's on the edge of the city. It is town in the country. It's where Dad can come home at night and step into fun as he steps into knickers . . . Out here, it is quiet, gloriously peaceful, restful; the air is clean and pure and

OREN ARBOGUST . . .
CONTINUED ON NEXT PAGE

they appear to have presented a weak defense.

The new act makes no change as to the requirements of copyrightability—a minimum of artistic or literary or informative value is still required. And the act makes no change in the rule that a copyright protects the expression but not the idea expressed.

It must be borne in mind that we have discussed the act in the form in which it came from the House to the Senate. The act has been frequently amended and may be changed again. Further changes, if any, will probably be minor in character. It should be further understood that this article has no reference to the Vestal Design Copyright Bill.

Start New Business at Boston

Fred H. Fitzgerald, Bert D. Turnquist and Joseph F. Walsh have organized an advertising business at Boston under the name of the National Wide Publicity Corporation. Offices of the new business will be at 75 Federal Street. Mr. Walsh and Mr. Turnquist were both formerly with the Boston Post. Mr. Fitzgerald was formerly engaged in the investment business at that city.

C. F. Ritt with Trane Company

Chester F. Ritt, formerly with the Harry Dahl automotive and financial interests in Wisconsin, has joined the Trane Company, LaCrosse, Wis., as manager of the sales promotion department.

E. D. Fieux Heads Runkel Brothers

Ernest D. Fieux, formerly first vice-president of Runkel Brothers, Inc., New York chocolate manufacturer, has been made president. He succeeds his brother, the late Maurice Fieux.

Golf Club Account to Wales

The Schavolite Golf Corporation, Long Island City, N. Y., has appointed the Wales Advertising Company, Inc., New York, to direct its advertising account. Magazines are being used to feature the new Schavolite golf clubs.

La Medicina Argentina, La Semana Médica and El Día Médico, Argentine medical journals, have appointed the Professional Publicity Associates, Inc., New York, as their representative in the United States.

We Urge Dealers to Buy in Small Lots Only!

(Continued from page 6)

bitrarily to cut down on his buying. This is one prolific cause of present low inventories; the business depression is only one contributing factor.

If the turnover principle has any virtue it is just as important in lean years as in fat ones. To my mind it is vastly more important in lean years. Hence we in this company are going to continue to emphasize it and to urge our dealers to buy individual items in the smallest quantities they can have and still give adequate service to their trade. We believe the shoe dealer should carry only sufficient stocks to make sure of having all the sizes and styles his customers may want.

The size of his stock in individual items depends, of course, upon his proximity to market. If he is only one day from market he can work one day ahead of his trade and so on. The more closely he adheres to this program the more numbers he is going to have for sale and the more business he is going to get. Here is a place where a low inventory is a real profit-maker instead of being a deadly drag as at present.

It isn't the smallness of the aggregate amount of merchandise in retail stocks today that is working so much mischief. Most of the stocks are large enough so far as dollars of investment are concerned; the trouble comes from their poor balance, from too large quantities of certain items which automatically keep certain other items out of the stock. Add this condition to the disinclination or inability of the people to buy these days, and you have a serious situation.

Therefore, I say, give us more hand-to-mouth buying.

Manufacturers have done a lot of complaining about what they regard as the unwarranted abuse and overworking of this principle on the part of the dealer. But the

OREN ARBOGUST

CONTINUED HERE

sweet; the country wanders up to your back-door step and core stops at your gate to gaze wistfully through the bars...And Mother,

there will be kiddies: the kind that are as sweet as melons and pretty as old silk dresses; freckled, tow-headed, red-headed, black-headed, lean, mischievous, dirty, chubby, wonderful kiddies; shouting, playing where it's safe and clean and where you and Dad can raise them like you want: fine and healthy, clean minded and smart... There aren't many lots in the "Woodlands." There never are many of the finer things. Right now, they are cheap, bargain cheap. Grab Dad, Mother, and come and see them. Pick out yours. Make sure of a little tag end of heaven. For there's nothing like the "Woodlands" in all of our town, for a home for you and yours, or—for profit."

OREN ARBOGUST

Plans · ADVERTISING · Copy
30 N. MICHIGAN AVENUE, CHICAGO

Who Selects STORE EQUIPMENT?

When asked this question recently, the department stores indicated beyond all doubt the need of store-wide acceptance. Which points unmistakably to the store-wide medium:

RETAILING

A Fairchild Publication

8 EAST 13th ST., NEW YORK

WANTED Experienced Salesman

with established newspaper and advertising contacts. To sell popular news feature. Must be industrious and able to present highest recommendations. Secure position on straight salary basis. Address full particulars to "Q," Box 282, Printers' Ink.

PUTS PUNCH IN YOUR SALES PROMOTION

In their most successful campaigns leading national advertisers are including imprinted toy balloons—PLUS a "Perfect" sales promotion plan. More than ten years' experience proves that it pays.

"Perfect" service includes complete execution of a plan built to fit your particular sales program. If your product is retailed through dealers, we can help your dealers boost sales.

Write for the facts. They're interesting.

The PERFECT RUBBER CO.
Mansfield, Ohio
Est. 1919

dealer, according to his lights, is more nearly correct in his attitude than is the manufacturer—even granting that the dealer, in many instances, has gone entirely too far with this kind of buying.

The extent of the application of the hand-to-mouth buying principle necessarily has to vary with different businesses. I am talking here about selling shoes. But, fundamentally, all lines are subject to the same general rules of merchandising. This is why I say that instead of fighting hand-to-mouth buying—a perfectly hopeless fight, by the way—the manufacturer should encourage it. When he quits fighting it he then is in a position to help the dealer use it more constructively and thus minimize or eliminate many of the abuses which it now has.

One thing is sure: Retailers are not going to replenish their present sadly depleted stocks out of sentiment or good-will. Flag-waving tactics will simply not do the work. The dealer has to be approached on the hard-headed basis of what is best for his own interests. Give him properly balanced stocks and he will sell more merchandise. When he sells more merchandise he does not have to be reasoned with to get him to buy more. What he can sell he will buy.

Many of his present difficulties come from the policy of the manufacturer in trying to sell him something rather than helping him to sell something. The phraseology is almost the same in each case, but there is a world of difference in the practical working out.

Form Engraving Business at Cleveland

Edward A. Muench and Louis G. Lusk, formerly with the Universal Engraving Company, have formed Chromatic Engraving, Inc., with offices at 1936 Euclid Avenue, Cleveland. Mr. Muench is in charge of sales and Mr. Lusk is in charge of production. Arthur A. Granat is secretary.

Joins Jensen Agency

Harry Peyser, formerly with the Brooklyn, N. Y., *Daily Times*, has joined the staff of the Carl Jensen Advertising Service, of that city.

COPY...*the kind you want*

SOME advertisers prefer long copy, so easy-flowing and conversational it coaxes you into buying before you know it. Others believe short copy is more widely read. They champion the power of copy that's crisp, dynamic, right to the point. Yet both types of advertisers—if sophisticated in the art of swaying mass preferences—recognize the importance of basic sales ideas. They are ever seeking such ideas, expressed in language that carries conviction and the irrepressible urge to buy. . . . For any product you advertise I can contribute valuable ideas and write the kind of copy *you want*—the only condition being that the copy I write must be truthful and sincere.

F. Perry Schofield

STUYVESANT 9-7490

301 EAST 21ST ST.

9 TO 10:30 A.M.

NEW YORK



"... whose idea-copy has demonstrated its effectiveness for a score of nationally known advertisers, such as Hood Rubber, International Silver, Tangee, Vogue, Houbigant, Lever Bros., Remington Rand, etc. . . . and whose services are now available as a free lance to both advertisers and agencies." Interview without obligation.

Genuine
Engraved
BUSINESS
CARDS
Inspire
Confidence



*Look for this Mark of Genuine
 Engraving when you order Letterheads,
 Business Cards or Announcements*

ENGRAVED STATIONERY MANUFACTURERS ASSOCIATION

Feb. 19

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FARM PAPER SUMMARY FOR JANUARY

COMMERCIAL ADVERTISING LINEAGE

(Exclusive of house, livestock, baby
chick and classified advertising)

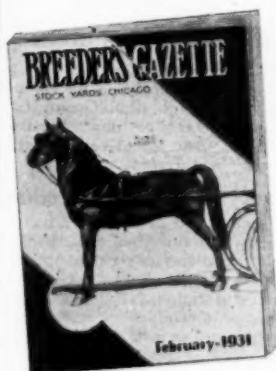
MONTHLIES

	1930 Lines	1931 Lines
Country Gentleman ...	49,887	29,759
California Citrograph ...	18,130	16,945
Successful Farming ...	22,912	16,658
Poultry Tribune	19,041	15,528
Florida Grower	14,187	13,257
Southern Agriculturist.†	18,935	13,037
Capper's Farmer	16,232	12,457
Amer. Poultry Journal.	14,255	12,150
Farm Journal	16,418	11,510
Country Home	12,354	11,191
Breeder's Gazette.....	17,342	8,976
Amer. Fruit Grower...	10,299	8,824
Rhode Island Red Jour.	8,419	8,306
Standard Poultry Journal	8,649	6,590
American Farming	7,047	5,524
Better Fruit	6,412	5,124
Florida Farmer	6,988	5,109
New England Dairyman	7,956	5,088
Inland Poultry Journal	2,966	3,963
National Live Stock Pro- ducer	4,240	3,484
Farm Mechanics	4,633	3,334
The Bureau Farmer...	5,790	3,188
Farmers' Home Journal	1,154	2,556
Totals	294,246	222,558
†Two issues.		

SEMI-MONTHLIES

Dakota Farmer	30,781	24,285
Progressive Farmer & Southern Ruralist ..*	35,990	24,154
Hoard's Dairyman	27,075	18,277
Okla. Farmer-Stockman	24,439	15,187
Southern Planter	19,603	14,610
Missouri Ruralist	20,562	13,186
The Arizona Producer.	13,307	11,849
Montana Farmer	17,445	10,456
Western Farm Life ..	12,682	9,162
Utah Farmer	11,904	8,540
Arkansas Farmer	7,867	6,150
Missouri Farmer	5,525	4,820
Southern Cultivator ..	3,564	3,736
Totals	230,744	164,412
*Four issues.		
†Larger page size.		

A Standard Farm Paper Livestock Owners are Year Around Purchasers



Cash is Ever Available for Beef, Pork, Milk and Eggs

Livestock and poultry and their products are the year-around "crops" that bring cash returns. They make possible month to month orderly buying of farm necessities and home comforts. The ability to purchase makes your advertising bring results. Breeder's Gazette offers you the largest circulation in its fifty years of service to the livestock industry.

BREEDER'S GAZETTE

Purebred Record Building
Union Stock Yards Chicago

Representatives:

STANDARD FARM PAPERS
DAILY NEWS BUILDING
CHICAGO

WALLACE C. RICHARDSON, INC.
250 Park Ave., New York City

5,000,000 "Judges"



selected these 300 Advertisements

SETS of advertisements have frequently been chosen by committees or through public contests as being the "best" or "most effective."

But "300 Effective Advertisements" is different.

Every one a proved producer

Every one of the 300 advertisements reproduced in this 248-page volume proved its right to appear—not because it followed accepted advertising standards more closely, but because it established an unusually high record as a business getter.

Selection was based on an analysis of 5,000,000 inquiries received by 163 companies in answer to approximately 3,500 magazine and newspaper advertisements.

Only 3½ cents each

"300 Effective Advertisements" offers a rare opportunity to learn the methods employed by other advertisers who got unusually good results. Every advertisement is legible, with all details distinct. And to permit the widest distribution the price has been kept as low as possible—only 3½ cents for each of the advertisements reproduced.

You will find "300 Effective Advertisements" invaluable for every-day reference. For your copy, send \$10.

Other reports now ready:

No. 1. "Analysis of 5,000,000 Inquiries" \$35.00

No. 3. "The Income of the American Family" \$15.00

Daniel Starch

.. Consultant in Commercial Research
Department P., 1374 Massachusetts Ave.
Cambridge, Massachusetts
Department P., 420 Lexington Ave., N.Y.C.

WEEKLIES (Five Issues)

	1930 Lines	1931 Lines
Pennsylvania Farmer..	\$37,157	38,739
The Farmer-Farm, Stock & Home	146,581	36,658
Rural New Yorker....	138,989	36,518
California Cultivator ..	135,064	35,907
Wallaces' Farmer & Iowa Homestead	153,686	35,445
Pacific Rural Press....	134,342	35,397
Prairie Farmer	140,193	33,860
Nebraska Farmer	138,696	32,408
New Eng. Homestead..	133,093	31,973
Ohio Farmer	135,421	30,339
Wisconsin Agriculturist & Farmer	136,785	28,610
American Agriculturist	127,363	25,135
Farm & Ranch.....	129,529	23,879
Kansas Farmer, Mail & Breeze	128,336	22,724
Michigan Farmer	130,975	22,629
The Farmer's Guide..	126,986	21,690
Washington Farmer ..	23,576	19,670
Oregon Farmer	22,171	18,657
Idaho Farmer	20,508	16,946
Dairymen's League News	9,334	7,266
Totals	648,785	554,450
†Four issues.		

FARM NEWSPAPERS (Five Issues)

Kansas City Weekly Star	31,711	*13,971
Dallas Semi-Weekly Farm News	12,963	10,545
Totals	44,674	24,516
*Four issues.		
Grand Totals.....	1,218,449	965,936
(Figures compiled by Advertising Record Company)		

Airplane Account to Keelor & Stites

The Aeronautical Corporation of America, Cincinnati, manufacturer of Aerona airplanes, has appointed The Keelor & Stites Company, advertising agency of that city, to direct its advertising account. Magazines and direct mail will be used.

Appoints James Mason

James Mason, Chicago publishers' representative, has been appointed Middle Western representative of Red-E-Data, Inc., Philadelphia, publisher of a sales engineering service.

Here's PROOF of Pulling Power

An Average of 222 Replies per Insertion

Johnson & Johnson
+

New Brunswick, N. J.
(Tel. 401)

Mr. H. L. Culver, Business Manager
Dairymen's League News
11 West 42nd Street
New York, N. Y.

January 8, 1931

RECEIVED

JAN 9 1931

D. L. NEWS

Dear Mr. Culver:

It is a pleasure to advise you that your publication, The Dairymen's League News, has rendered very excellent service in advertising our Rapid-Flow Filter Disk among the members of your organization.

I am sure it will interest you to know that the first insertion we placed pulled 450 inquiries and the average number of inquiries per insertion of the number of issues used last year were 222 inquiries.

We wished to obtain some information from the dairymen sending in these inquiries and we mailed a letter with a questionnaire to each reader who had sent in a coupon. From this mailing we received a 68% response which was considered exceptionally high by our advertising agency who are constantly checking returns of this kind.

I know you will find the above information interesting and if I can be of any further assistance do not hesitate to call upon me.

Yours very truly,
JOHNSON & JOHNSON

Dairy Filter Products Division

Manager

E. S. Banner
CS

Cable Address: Aquinas



DAIRYMEN'S
LEAGUE
NEWS

NEW YORK
11 West 42nd St.
H. L. Culver
Business Manager
Philadelphia 6-4700

CHICAGO
10 S. La Salle St.
J. A. Meyer
Phone
Franklin 1429

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1883 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6300. President and Secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS, Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street. GUYE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager, San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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Chicago: G. A. Nichols
Frederic Read
Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, FEBRUARY 19, 1931

'Rah McGarrah!

Gates W. McGarrah, American president of the Bank for International Settlements, broke a long silence last week to make the first speech since his appointment. "The first great need of the present," he said, "is encouragement of the transfer of capital from the short-term money market, where it is so plentiful that it is practically impossible to invest it even at low rates, over into the intermediate-credit market where the supply is insufficient and the long-term market where the supply is woefully inadequate."

An active expansion of long-term credits this able banker considers the most important factor to help world conditions.

The board of the International bank has decided to invest \$25,000,000 in long-term credits in the

hope that "its example will set a fashion that will be followed by others which have greater resources which can be utilized for this type of financing."

The head of this great bank, set up under the Young plan, whose primary function is now a clearing house of ideas and practices for international banking systems, thus suggests the first idea that goes to the root of our present world-wide difficulties. Certainly one fundamental reason for the current economic situation is a lack of new enterprise due to the high price and scarcity of long-time credit.

A vicious circle has been set up of unemployment, falling commodity prices and lack of purchasing power of consumption goods because capital goods are not being produced fast enough.

The only way such a circle can be broken is for capital lenders to do it.

There is far more evidence to prove that capital costs are too high than there is to indicate that real wages are excessive. If confidence could be given to the producers of capital goods, who are the ones willing and able to take the first risk in breaking this present vicious circle, men could be put to work on new plants, slums could be replaced by better dwellings at a reasonable rent, the economic machine would start to function again. The trouble with this one statement from McGarrah is that it needs translation, dramatization and explanation in terms that the average business man and consumer as well as the trained economist can understand.

Goods must be made before they can be sold. Wages come only from goods sold at a profit. Wages paid for production of capital goods which in turn produce consumption goods, become in turn purchasing power for the latter type of goods.

High cost of long-term capital leads to a decline in production of capital goods, employment and wages. A loosening up in the supply of long-term capital will serve to start the good circle going, from

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This one statement by McGarrah has more meaning and meat in it than all the "Buy Now" campaigns ever inaugurated. It is sincerely to be hoped that central bank systems will heed this constructive suggestion. It is also to be hoped that Mr. McGarrah, able banker and clear thinker, will expand and explain his idea so that the people of the world will sense its full significance. A shortage of long-time capital at reasonable rates is a condition that is in the power of international bankers to correct.

Mr. McGarrah doesn't offer any overnight short-cut to normalcy. But his suggestion points the way along which world-wide recovery must inevitably come.

Free Goods Again

The National Wholesale Drug-gists Association has appointed special committees whose members will examine into the free-goods plans of manufacturers. In addition, as a result of a joint meeting of manufacturers and wholesalers in the drug field, an official of the wholesalers' association is going to make a complete study of a year's experiences of several wholesale drug houses handling free-goods deals.

The drug wholesalers, it appears, while they do not condemn the free deal, are inclined to complain concerning the way free-deal merchandise is distributed. Their particular grievance is directed at plans that compel the wholesaler to supply retailers with free goods from the wholesaler's own stock. While the wholesalers are subsequently credited properly, they charge that this system and certain others are costly and wasteful.

From the contemplated investigation and joint activities of manufacturers and wholesalers, there may evolve a standardization of free-goods policies that will mitigate the evils of the present situation. However, nothing that may come out of these deliberations can do more than lessen the troubles that now exist, because the plan itself is wrong, unsound and inevitably troublesome.

The free deal cannot be defended on any economic ground. Its very name is illogical. There can be no such thing as a "free" deal. Somebody pays for it. As a matter of fact, everybody pays for it.

A deal cannot be "free" because the merchandise given away is not manufactured without expense. It must bear its fair share of the cost of the raw materials it consumes and its fair share of all overhead costs. These expenses must be charged to something and, regardless of where they appear in the books, they represent a concrete charge in the final price at which the merchandise is sold.

The free deal has other weaknesses. For example, in the drug field it has become so common that it no longer confers any special competitive advantage on the manufacturer who uses it. In practically every branch of the drug field that uses free deals, most of the competing manufacturers are offering them and, therefore, competitively speaking, they are no farther ahead than before free deals were thought of. To the contrary, they are considerably behind, inasmuch as they have saddled themselves with an additional selling expense that is not producing worth-while returns.

Another weakness is that it leads retailers to buy in larger quantities than may actually be necessary; it leads retailers to duplicate brands unnecessarily and it leads, finally, to useless price-cutting.

It is no mere coincidence that the retail field that ranks as high as any in the list of price-cutters is also the field in which the free deal is most prevalent. The free deal presents temptation to cut prices, and distributors who are inclined in that direction find the bait irresistible.

All these are serious indictments. However, the free deal is to be condemned on still another count and that is the tendency to charge its cost to advertising. Free deals are not advertising and the expenses involved in floating them do not belong in the advertising account. The free deal is no more of an advertising item than is the

cash discount. Nor is the comparison far fetched, because the free deal is really a discount.

Trying to solve the problem by standardizing practices is merely temporizing with a serious matter that is inherently unsound. The only way to solve the free-deal problem is to eliminate it.

A Job for the Automobile Industry

A report recently issued by The Travelers Insurance Company reveals some really ghastly figures concerning automobile accidents. It shows that nearly 400 more people were killed in the last six months of 1929 and the year of 1930 than were killed as members of the A. E. F. in the World War. In 1930 alone 32,500 persons were killed and 962,250 were injured in 835,250 automobile accidents.

These shocking figures undoubtedly will get the close attention of leaders in the automotive industry. We wonder, however, if these leaders will sense that ahead of them is an advertising job.

Up to the present time automobile manufacturers in their advertising have laid stress on what their cars will do in the way of performance, speed, comfort, etc. Few of them have had the courage to counsel safe driving. Only through the medium of publicity engineers, press agents, or what have you, they have issued lengthy statements deploring conditions and offering remedies. Incidentally one of their pet remedies, that of getting defective cars off the road, doesn't seem to hold water. The report indicates that nearly 90 per cent of the cars involved in accidents were in apparently good condition.

So far the automobile manufacturers have been comforted by the fact that millions of citizens own automobiles and are not likely to agitate too strongly for something that threatens to limit their own activities. Up to a certain point this is probably true. However, with the toll of lives mounting year by year a point will be reached some day where thousands of automobile owners, for their own safety, will back stringent laws.

It would be not only a pleasant

gesture but a wise economic move were the automobile manufacturers themselves to take the lead in the concerted safety campaign that is bound to come. In so doing they would win the gratitude of thousands of car-owners and in the long run would benefit themselves and their industry.

The plea has been made before and will be made again. To some manufacturers it is just "old stuff," to be disregarded or placed under the heading of visionary items. Others, we hope, will realize that this "old stuff" is becoming increasingly important and that an industry that has thriven on advertising may well use advertising to correct a condition which threatens that industry's continued welfare.

A \$5,000 Refusal

An advertising agency has turned down an offer from a manufacturer which would have brought the agency \$5,000 for one week's work. All that was wanted was a campaign plan which was to be paid for whether it was acceptable or not. The advertiser was in a hurry to put the force of a new advertising idea behind his product and he wanted the plan submitted within a week.

This manufacturer thought he would be paying handsomely for the time and services of the agency. He failed to realize that time as well as money are needed to do a thorough job, and he did not allow for the advertising man's pride in his craft. There still exists a belief that advertising can produce an immediate remedy, without careful study of its application to a problem. It is this misunderstanding which makes the effectiveness of advertising doubtful to those who rush it.

But passing mention would be given this incident were it not for the fact that it forcefully illustrates this lack of understanding.

It is that manufacturer's privilege to gamble \$5,000 along the lines laid down by him, if he chooses. If he is alert and has learned a lesson from the refusal tendered him, he will have greater respect for the ethics and the purposes of advertising.

Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET

NEW YORK

THE MORE we reflect that the Gettysburg Address is only 267 words long, the stronger is our faith in "Not how much but how well."

This agency makes unusual thoroughness of service more than a phrase. Our ratio of number of workers to accounts is among the highest, if not the very highest, in the entire agency field.

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Give Radio Talk on Value of Advertising

The San Francisco Advertising Club has inaugurated a series of weekly educational talks over the radio on "The Value of Advertising and How It Serves the Public." These talks are being given by members of the club on Wednesday afternoons over radio station KGO, San Francisco, with stations KGW, Portland, and KOMO, Seattle, listening in.

Speakers and subjects in these radio talks are as follows: Earl Burke, "What Advertising Means to You"; John Cuddy, "How Advertising Serves the Housewife"; L. W. Lane, "Raising the Standards of Living Through Advertising"; and Henry Q. Hawes, "How Advertising Affects the Goods We Buy"; Reginald Biggs, "Advertising as an Educational Medium"; K. C. Ingram, "Advertising—The Public's Money Saver"; Mrs. Beatrice Woerner, "How Advertising Protects You as a Buyer"; Rollin C. Ayres, "The Road to Happiness—Advertising"; K. L. Hamman, "Choosing Advertising as a Career"; and Harry F. Anderson, "Entertaining the Public—a New Use for Advertising."

This series of radio talks will continue until April 1.

* * *

Fifth District Clubs to Meet

The annual convention of the Fifth District of the Advertising Federation of America will be held at Huntington, W. Va., on February 26 and 27. Paul T. Cherington, director of research of the J. Walter Thompson Company, representing the Federation, will be the principal speaker. His subject will be "How Can Advertising Help to Stabilize American Business?" An advertising exhibit sponsored by the Advertising Club of Columbus will be shown at the convention.

* * *

Eastern Industrial Advertising Group to Meet

At its next monthly meeting to be held at Philadelphia on March 13, W. Shaw-Thomson, of Columbia University and director of the advertising and selling course of the Advertising Club of New York, will speak on "Special Problems in Industrial Advertising." Advertising and the airplane industry will be discussed by Warren L. Baker, sales and advertising manager of the Glenn L. Martin Company.

* * *

Succeeds Dale Brown as Manager of the Cleveland Bureau

William M. Farrar, formerly assistant manager of the Cleveland Better Business Bureau, has been appointed manager. He succeeds Dale Brown, general manager of the bureau for the last eight years, who has been appointed assistant vice-president of the Guardian Trust Company, Cleveland.

Present Plan for Centralized Space Buying Information

Preliminary drafts of a new system of space buying guidance for industrial advertisers were introduced at the February meeting of the Engineering Advertisers Association at Chicago last week. This is part of an activity initiated by the group to provide purchasers of space with more information on advertising mediums and with a compilation of all available data in a comparable form. The plan will be presented for action at the convention in May of the National Industrial Advertising Association.

The idea is based on the use of two charts, which, it is proposed, will be supplied in printed form to industrial advertisers. One of these, known as the summary chart, lists various routine data in columnar form so that comparisons between publications on any point may be made simply and quickly. Information on such points as rates, number of issues per year, fields covered, editorial content, subscription policies and circulation is given for each publication. The other chart, called the industry chart, lists the industrial markets and shows what circulations are available.

Bowles King, chairman of the media committee, and J. H. Hopkins, chairman of the program committee, are in charge of this work. They feel that when completely worked out the plan will be of marked benefit to publishers as well as advertisers. By it the former will be told exactly what information the buyers of space want.

* * *

Advocates Using Facts in Advertising

The increasing cost of distribution can be stopped by giving the prospective customer the facts concerning manufactured products without overdressing them with ambiguous and flamboyant advertising copy. This is the view expressed by J. F. Lincoln, president of the Lincoln Electric Company, Cleveland, in a talk before the industrial advertisers group of the Advertising Club of New York this week.

"The most successful distributors of merchandise today," said Mr. Lincoln, are Sears, Roebuck & Company, Montgomery Ward and other concerns using catalogs. "People want facts on which to base their purchases," he explained, and they know that the statements in these catalogs are not dressed up. The distribution costs of such companies are low. Mr. Lincoln further maintained that an engineer can do a better job of face-to-face selling in the industrial field than a trained salesman who knows his salesmanship but who is not acquainted with the facts about his product.

"The cost of distribution in the electrical machinery field," according to Mr. Lincoln, "has doubled in the last twenty years." To cut down this rapidly increasing distribution cost, Mr. Lincoln advised advertisers to stress plain facts about their products in their advertising appeals.

Art Directors Club Receiving Proofs for Annual Exhibit

The Art Directors Club will hold its annual exhibition of advertising art at the Art Center, New York, from April 18 to May 16. Proofs which are to be submitted must be on hand not later than March 2. The closing date for sending accepted originals is March 28. Entrance requirements call for proofs or clippings, unmounted and unframed, of complete advertisements which have appeared between January 1, 1930, and March 1, 1931, inclusive. Proofs or clippings should be marked to indicate the illustrations or designs to be judged by the jury. Each proof should carry name and address of sender, also name of publication in which advertisement has appeared and date of publication.

This year the exhibit will include a display of packages, bottles and containers which have been in use since January 1, 1930. Other groups are: Paintings and drawings in color, one group for figures, a second for still life, and a third for miscellaneous; black and white illustrations, one group for halftone reproduction and another for line reproductions; posters, car cards and window displays; magazine covers; decorative designs, and photographs, retouched and unretouched.

The exhibition is open without reservation to art directors, artists and designers in the United States who have produced or are directing the production of art for advertising.

An entry fee of \$10 has been fixed for each original hung, in the hope that the exhibition may become self-sustaining.

Material for entry should be sent to Caroline Fleischer, exhibition secretary, 65 East 56th Street, New York.

Edwin A. Georgi is chairman of the committee and Elwood Whitney is vice-chairman. Committee members include A. André Lefcourt, Charles T. Coiner, Claude H. Muller, Hugh Connet, Denison M. Budd, Richard B. Gillis and Critchell Rimington.

Pie Account to Martin-Pilling-Shaw

The New York Pie Baking Company, Philadelphia, has appointed Martin-Pilling-Shaw, Inc., advertising agency of that city, to direct its advertising account.

Henry Bartels Appoints Churchill-Hall

Henry Bartels, Inc., New York, importer of canaries, has appointed Churchill-Hall, Inc., advertising agency of that city, to direct its advertising account.

Pittsburgh Office for McCandlish

The McCandlish Lithograph Corporation, Philadelphia, has opened an office in the Bessemer Building, Pittsburgh. W. E. Kusen is manager.

Ethyl Gasoline Budget Up 30 Per Cent

The Ethyl Gasoline Corporation, New York, owned jointly by General Motors Corporation and the Standard Oil Company of New Jersey, has increased its advertising budget 30 per cent for the current year. The advertising program of the corporation, aggregating about \$2,000,000, it reports, will be spent in business papers, farm papers and magazines in the women's class, scientific and general fields.

About \$12,000,000 was devoted last year to advertising Ethyl gasoline, the company reports, by refiner licensees marketing Ethyl gasoline, and by the Ethyl Gasoline Corporation. Sales of Ethyl gasoline increased 48 per cent in 1930, it is also reported.

DeVilbiss Starts Magazine Campaign

The DeVilbiss Company, Toledo, manufacturer of perfumers and medical atomizers, which has heretofore adhered to a policy of local co-operative advertising with dealers, has started a national campaign using magazine advertising. Copy in the campaign is instructing the public in the use and value of regular spraying of nose and throat.

Ginger Ale Account to Seaver Brinkman

The Weideman Company, Cleveland, distributor of Saegertown Old Style Ginger Ale and Aristocrat Saegertown Extra Dry Ginger Ale, has appointed The Seaver Brinkman Company, advertising agency of that city, to direct its advertising account. Newspaper, radio and direct-mail advertising will be used.

Louis Glaser Takes Over Glaser & Marks

Louis Glaser has bought out the interest of H. J. Marks in the Boston advertising agency of Glaser & Marks, Inc., and will continue to operate that agency without change in name.

Mr. Marks has established his own business in the Little Building, Boston.

Blaker Agency Elects Officers

Richard E. Hackenger, Edward F. McSweeney, Jr., Alfred E. Fountain, Jr., and Atherton Pettingell have been appointed vice-presidents of the Blaker Advertising Agency, Inc., New York. Rowland Davis has been made assistant vice-president.

New Account to Cutajar & Provost

The Louis A. Boettiger Company, New York, has appointed Cutajar & Provost, Inc., advertising agency of that city, to direct the advertising of its Baby-Bite teethingers. Magazines and business papers will be used.

The Little Schoolmaster's Classroom

IN reading a recent newspaper account of a debate in the United States Senate the Schoolmaster noticed some statements that he was disposed to dismiss rather contemptuously as having apparently been made with a view to their effect on the constituents back home. And then he thought that the speeches probably represented the opinions and wishes of those constituents, rather than being cheap and demagogic appeals to them. Of the two thoughts, the latter was perhaps much more nearly correct.

Then, ruminating over some of the doings of the politician, both wise and unwise, the Schoolmaster concluded that the politician really has a great deal to teach the business man—the sales manager or the advertising director, if you please.

The successful politician, one who is continuously re-elected to succeed himself in office, is hugely adept in performing the figurative function of what he calls "keeping my ear to the grass roots." In other words, he knows what the people are talking about, what they are thinking about. Knowing these things, he can perhaps guide and control their words and their thoughts to an extent. And most certainly he can learn from them whether he is performing satisfactorily or otherwise. Let a Senator or a Congressman go back to his home State at the conclusion of a session, let him mix around a bit among the people and he is no longer in doubt as to their estimate of him or of what they want.

A day or two after reading the newspaper article which produced the aforesaid alleged thoughts, the Schoolmaster received a letter from Karl E. Kilby, advertising director of The Coleman Lamp Company, Wichita, Kans., in which, among other things, he said:

"Anybody is likely to get into a rut; we do it ourselves once in a while. We find it necessary to get out every now and then and call on people. If things are not going right, just get out and talk

to some people as hard as you can talk and you will put yourself back on top again."

Mr. Kilby has things to sell. He sells them to people. Consequently he must know people and renew his acquaintance at intervals.

The seller, the same as the politician, succeeds best when he applies his ear to the grass roots.

* * *

Manufacturers who are dependent upon the servicing efficiency of their distributors should be interested in learning of a plan that makes servicing more effective. The plan is submitted to the Class by Arthur Larson, advertising manager of the Stark-Davis Company, which installs plumbing, lighting and heating fixtures.

In newspaper advertising, says Mr. Larson, his company emphasizes careful service. Sometimes, however, journeymen are a trifle careless in installation work. As a result, while some customers may be reticent about complaining, others may get raging mad.

To offset carelessness in service and to guard against customer dissatisfaction, a plan was adopted to fix responsibility on each worker for his work. Each journeyman is given a Stark-Davis sticker which must be pasted on a finished job. The journeyman is required to enter his name and the date on which his work was finished, in space provided for that purpose.

Use of these stickers, Mr. Larson reports to the Schoolmaster, is doing much good. The worker, knowing that credit or discredit will fix itself upon his name, takes every care to make his job perfect in every way. If something does go wrong, the customer is encouraged to make his grievance known. He does not direct all his resentment at the product. Some of it is directed at the individual who has been depended upon to do a good job so that the equipment may function satisfactorily.

* * *

Recently the Schoolmaster com-



PERVRSIVE PROVERBS, No. 7

"An ounce of luck is worth a pound of wisdom"

Yet an ounce of Wisdom will produce
the equivalent of a pound of luck.

Luck is nebulous. It happens. Wisdom is tangible; created. It is boiled down facts; distilled knowledge. Wisdom not luck charts the safe course, saves the day in any business recession.

Let us boil down your facts and figures, eliminating the nebulous; but setting up the really wisdom facts in the very type of report you particularly desire.

The almost human discrimination and machine accuracy of the punch card method is acknowledged. Our equipment of tabulating machines is adequate. Our experienced staff will act as your statistical department—at nominal cost.

Our man will briefly explain how our service eliminates luck and boils down facts and figures. Read our book, **CHARTING COURSES**; no charge.

Recording & Statistical Corporation

New York

102 Maiden Lane

Boston

172 State Street

Detroit

First National Bank Building

Philadelphia

1211 Chestnut Street

London

157 Wellington Street, West

Chicago

300 Wabash Avenue

Miami

307 W. G. St.

mented on the Order of Ropeco—the seventeen-year-old club for juveniles sponsored by the Rogers Peet Company. He mentioned, among other things, the calendars sent out by this company to Ropeco members, with their birthdays circled in red.

In addition to these birthday greetings, sent to the youngsters themselves, Rogers Peet also sends a letter to the proud parents, dated to arrive about a week before the big event. This is how the letter reads:

Madam:

Perhaps we may be of assistance in helping you select a birthday gift for Dick, hence this reminder.

We've any number of suggestions in our Sporting Goods Department, such as bicycles, skates, velocipedes, baseball and football outfits as well as camping and Boy Scout equipment.

If you've something more practicable in mind, we've everything boys wear for play as well as dress-up.

Or if you'd rather, give him a Merchandise Order on us for any amount you desire; then he can come into any one of our stores and select just what he wants.

Your Schoolmaster wouldn't suppose at first glance that the formation of the Orthological Institute at 10, Kings Parade, Cambridge, England, could have much to do with the business of writing advertising copy. For ten years a group of men whose work led finally to the founding of the Institute worked hard on an analysis that resulted in a compilation of 850 basic words in English. In *Forum* for February, L. W. Lockhart translates into basic English part of the famous old world story of "The Satyricon," by Petronius, and the Schoolmaster is frank to admit that he likes the basic English better than the original translation.

The object of the men who have labored so hard on basic English is to produce a second language for the world. The 850 basic words can be legibly printed on one side of a single sheet of notepaper. Still further reduced to 600 for quick memorizing, they are guaranteed to do the work normally requiring 20,000 words.

A REAL DISPLAY OPPORTUNITY FOR BUYERS AND SELLERS...

Better work than has ever been done with oil paint is the objective of Patterson Displays, Inc. This new plant is already producing displays of startling beauty and excellence at a remarkably reasonable cost—a result of the newly improved methods developed through the broad experience of H. W. Patterson.

This enterprise offers an unusually good opportunity to men who are familiar with the needs and conditions of the display market. The quality of the product offered is honestly comparable

with that of any other method of reproduction, and the competitive position is excellent.

New methods will produce window, counter, and special displays on board, metal, glass and other media of a quality and at a price that will unquestionably develop volume business.

Both buyers of display material and men who would be interested in representing this business are invited to correspond with us. Interesting and

important facts are ready for you in either instance.



PATTERSON DISPLAYS, INC.
1890 EAST 40th STREET · CLEVELAND · OHIO

What Does He Think About?

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HIO

It is too easy to label people. We call this man a bore, another a slave-driver, a liberal or a moss-back.

Same way with an advertiser.

He advertises, but he doesn't differ from other manufacturers in every one of his brain processes just because of that fact.

He is very likely to be one of the leaders in his industry. He is interested in basic policies of management: —in wages, in compensation for salesmen, in balancing production

against forecasted sales, in a multitude of real and pressing marketing problems.

The thousands of requests from manufacturers answered by PRINTERS' INK's Reader Service Department during the year just closed indicate the tremendous variety of subjects which interest an advertiser.

To reach the advertiser when he is working on a problem which interests him, use copy in PRINTERS' INK which shows how your service or medium can help him.

PRINTERS' INK PUBLICATIONS

No Fancy Experience Is Mine

For 11 years I've handled tough advertising jobs—where a \$50,000 appropriation was a mint of money.

I never had a \$1,000,000 campaign to back up my efforts, yet every promotion dollar I spent came back with business.

I can analyze markets, check distribution, plan, write and handle production details of publication and direct-mail advertising for a medium-sized, progressive manufacturer. Age 28, married, college graduate.

**Address "T," Box 284
Printers' Ink**

Sales and Merchandising Executive

With successful, diversified record of national scope

Seeks New Connection

Sales Manager the last five years of one of the largest specialty manufacturing and distributing organizations in the country.

Knows wholesale and retail distributing methods and channels, including direct to the consumer operation.

Is Management minded, and equipped to cope with the most exacting marketing problem.

Young enough to be flexible and adaptable—old enough to have had the necessary experience for mature, sound judgment.

A salesman, a sales manager, a builder of men, an executive. University graduate, highest references, banking and professional.

Open for Interview Now.

Address "N," Box 280, Printers' Ink
231 So. La Salle St., Chicago, Ill.

The chief characteristic of basic English is an absence of verbiage but as anyone who studies the translation can discover, their absence does not weaken the force of the simple English that results.

Many enthusiasts on the subject consider that basic English will solve the problem of a universal language in this generation because it may be learned in a week instead of the three or four years now required to learn ordinary English.

The Schoolmaster believes that a study of these 850 words and a use of them would be of value to every man writing advertising and would probably produce more simple, more dignified and more convincing copy. The list contains words that express thoughts in concrete, definite, simple form. There are no "long-necked" words in this list. The Schoolmaster knows of no better way to secure general acceptance for basic English than its use by men who are creating the wants of the world by means of the printed word.

* * *

S. C. Johnson & Son, manufacturers of wax products, recently brought out a newly designed group of packages. In the broadside announcing the change was the following sentence:

"Proper packaging, as we see it, is one of a manufacturer's most important obligations to the trade."

If more manufacturers would cease to grumble about the supposedly high cost of package changes and see their need for proper packaging as a trade obligation we should be spared many of the weak, hideous and ineffective packages which act so strongly as brakes on sales.

* * *

A recent advertisement of the Independent Grocers' Alliance of America, better known as the I. G. A., contained one feature that probably was overlooked by many readers. Yet in some ways it was the most interesting part of the entire page.

This feature was a small picture in the lower left-hand corner which showed ten packages—five carry-

of basic I. G. A. labels and five carry-
ing well-known national labels,
such as Quaker, Swansdown,
Rinso, etc. The caption under this
picture, supposedly written by an
I. G. A. dealer, read, "Leading na-
tionally advertised brands—as well
as my I. G. A. Brand of Food
Products—guarantee known qual-
ity at budget-beating prices at my
I. G. A. store."

Private brands have their uses
and there is no question that the
I. G. A. has built up a lot of pres-
tige for its own brands. The fact
remains, however, that even this
strongest of all voluntary chains
is glad to tie its own brands with
nationally advertised brands. So
long as this is the case the national
advertiser may have his worries
but he may still be sure that he has
something that the private brander
will have to spend millions of dol-
lars to get.

As a matter of fact, no one is
quicker to realize this than the wise
private-branders. J. Frank Grimes,
president of the I. G. A., has re-
iterated frequently his belief in the
power of national advertising and
has pushed forward vigorously
until his own organization is now
strong enough for a national cam-
paign of its own.

Eastman Kodak ties up with
the publisher of "Devils, Drugs
and Doctors" and co-operates in a
radio broadcast. J. C. Eno, Ltd.,
maker of Eno's Fruit Salts, ties
up with another publisher, the
Crime Club, and co-operates in the
same way.

The Schoolmaster has watched
these recent developments with in-
terest. Co-operation between ad-
vertisers in the same industry is no
new thing. Extended co-operation
between advertisers in different,
wholly unrelated industries, how-
ever, is uncommon and suggests
some interesting possibilities.

Let the copy writer have a fling
once in a while. What may seem
to be an idea unproductive of re-
sults might work out successfully
when put to the test. The School-
master is prompted to make this
plea for budding copy ideas as the

ACCURATE
as a T-Square—but
FASTER
Line after Line
can be drawn
PERFECTLY
PARALLEL
—horizontal or vertical—
—in ink or pencil—
without lifting the
Graffco
HI-SPEED RULER
from the paper

Twin rubber-cov-
ered rollers — ball
bearing mounted—
under a steel shell
carry the ruler
smoothly over the
worksheet.

STEEL BALL
BEARING
AT BOTH ENDS

PARALLEL
RUBBER
COVERED
STEEL ROLLERS

GEORGE B. GRAFF CO.
60 Washburn Avenue
Cambridge, Mass.

COUPON BRINGS YOURS

Please send me Graffco Hi-Speed
Rulers— inch size.

☐ Enclosed is check or money order.

☐ Please send C.O.D.

I understand that my money is to be re-
funded if I am not satisfied.

Name

Firm

Address

City..... State.....

**Three sizes, 12-inch, \$1.50; 15-
inch, \$2.00; 18-inch, \$2.50**

TO A MANUFACTURER

An agency man who wants to get out of the agency field is anxious to align himself with a progressive manufacturer. He wants to make the change because he feels he will get more fun working with one product, living with it, fighting for it. His copy has won the commendation of all the agencies and clients he has worked with. In addition to his copy ability he can contribute cash-value ideas, worthwhile merchandising slants. He will function smoothly with an agency if you have one. Or take over your advertising problems if you haven't. Age 27, 6 years' agency experience. Address "U," Box 285, P. I.

"THAT FELLOW BOTT"

Writes advertising that impels and appeals. Ideas galore. Clients in Alaska, France, Canada and throughout U. S. A. What's that about "a better mousetrap"? Send details of your proposition and we'll send ours. If you want that INSTANTANEOUS APPEAL write—

Bott Advertising Agency

Ω Dept. C, Little Rock, Arkansas

JUST FINISHING A TOUGH PROMOTION JOB

And ready to tackle one of a more permanent nature. Thorough promotion, and advertising man with a wealth of field and sales experience. Agency background. Know manufacturing set up from production, distribution and administrative end; and prefer contact with live concern that is manufacturing a product that has both conditions and problems. Will however sell or contact for established agency that is soliciting this class of accounts. "B," Box 283, Printers' Ink.

ADVERTISING SALESMAN

High grade, aggressive with twelve years' successful selling experience, seeks connection with responsible publisher only, with opportunity to earn \$8,000 to \$10,000 a year, commission basis. Eastern territory.

Address "O," Box 281
Printers' Ink

result of an incident related at the recent convention of the National Retail Dry Goods Association.

The incident, by the way, demonstrates the soundness of the oft-repeated statement that "business is to be had by those who will go after it." Perhaps the statement should be given a little twist and made to work as follows: Business is to be had by those who know how to go after it.

But, to get on to the story:

A large department store had in stock about a dozen silver boutonniere holders. Little credence was given to the thought that enough men could be encouraged to decorate their labels with these gadgets—that is, enough to justify the novelties being featured in advertising. One copy writer, however, could not resist the temptation to get them into the store's copy. His insistence won and he had the pleasure of full indulgence in sophistry. To the surprise of the advertiser, his joshing copy brought in more than thirty purchasers.

The copy writer was allowed to have his way which, unwittingly, has led to some cold business reasoning on the part of his retail employer. This retailer sees huge opportunities for business in items that need a little advertising to bring about an immediate increase in turn-over. He does not think these potentialities should be left to the initiative of retail copy writers to discover. A little experimenting is suggested for those manufacturers who are withholding advertising support from their unexploited items.

Large established business paper has opening on staff for experienced salesman in middle west

First letter must give full information on previous connections, compensation, etc. Our own men know of this advertisement so you can write in full confidence. "V," Box 286, Printers' Ink.

TORONTO HAMILTON HALIFAX MONTREAL LONDON, Eng.	<h1 style="margin: 0;">"GIBBONS KNOWS CANADA"</h1> <h2 style="margin: 0;">J. J. GIBBONS Limited</h2> <p style="margin: 0;">CANADIAN ADVERTISING AGENTS</p>	WINNIPEG REGINA CALGARY EDMONTON VICTORIA VANCOUVER
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Write i
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Yorker

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

FOR SALE—Three old and well-established trade publications. Very small cash payment and low price. Or publisher will consider partner able to make moderate investment. Principals only. Best of references given and required to open negotiations. Box 510, P. I.

WANTED: PRESS WORK
Bargain circulars, 17½x22½, News Print Broad-sides 22½x35, high-speed Duplex rotary press work—one or two colors and black, job printing. Capacity of several million a week. Foster & McDonnell, 728 W. 65th St., Chicago, Illinois.

PUBLISHER'S REPRESENTATIVE—In one year The Gasoline Retailer has grown from an idea to a weekly paid circulation of 25,000. It offers a primary trade medium to advertisers of petroleum products, service station equipment, automotive accessories, and resale merchandise in general. Representation is desired in practically all territories outside of Greater New York. Straight commission. Address The Gasoline Retailer, 54 West 74th Street, New York City.

EMPLOYMENT SERVICES

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. **INDIVIDUAL. CONFIDENTIAL.** Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

Muncy Placement Service

Specializing in Advertising Personnel

Executives, craftsmen, juniors, secretaries, clerical. All interviews by Elizabeth Muncy, for 10 years in charge of employment bureau of A.A.A.A.

280 Madison Ave., New York City
CAledonia 5-2611

HELP WANTED

Opportunity for research and promotion man in advertising department of nationally known magazine in class field. Box 512, P. I.

TYPE-LAYOUT MAN

With thorough knowledge of typography in advertising and able in layouts, wanted by Art Department of large corporation. Strong, distinctive showmanship effects desired. Applications held in confidence. Write in detail experience, age and salary wanted, and be prepared to show samples of work at interview. New Yorker . . . Box 509 Printers' Ink.

Mr. Hanford L. Hardin has an opening for a live Typographic Salesman earning over \$5,000 in commission yearly. A life-time opportunity. **ROYAL TYPOGRAPHERS**, 132 W. 43d; BRyant 9-5716; New York City.

Leading New England Agency has opening for a copy writer. Must have at least one year's agency experience. In replying give complete details of education and business experience. Enclose photograph. Box 513, Printers' Ink.

ADVERTISING SALESMEN wanted to sell new and unusually attractive advertising clock with many unusual features. Only those who have contacted largest national accounts need apply. Must have own car. Write, giving full particulars. All letters treated as strictly confidential. Box 511, Printers' Ink.

POSITIONS WANTED

YOUNG MAN, 24, with 3 years' versatile experience in selling, writing and editing. N. Y. U. and LaSalle training. Permanent or temporary, office or outside. Opportunity. Box 506, P. I.

ARTIST of unusual versatility—figure, general advertising art and layout, desires position with N. Y. agency or service. Has had 10 years of agency and publishing house experience. Box 518, P. I.

Thoroughly Seasoned Layout and Idea Man—Finished art work in all mediums. Excellent figure man. Free Lance or otherwise. Show samples. Telephone Watkins 9-3316, or write Box 519, P. I.

ADVERTISING MANAGER wants position with Manufacturer, Wholesaler, Mail Order House. 10 years' experience copy, layout, ideas merchandising, sales correspondence. Go anywhere. Box 514, P. I.

ADVERTISING MAN WITH PROVED ABILITY as copy writer, layout man, account executive and salesman wishes connection with agency, publisher or manufacturer. Box 515, Printers' Ink.

ADVERTISING SALESMAN—First class, thoroughly experienced in large national and class magazine and business publication work; successful record; wide acquaintance; open to engage with publisher needing capable, responsible, steady worker; highest references; letters confidential. Box 508, Printers' Ink.

THOROUGH NEWSPAPER EDITORIAL EXPERIENCE, PLUS MERCHANDISING TRAINING and experience in writing radio talks, enable this young woman to write continuities that have human interest and selling appeal. Qualified for contact and writing. Quick intelligence, ability to meet and talk with people, and to plan and execute direct-selling talks and sketches. Staff or free lance. Box 507, Printers' Ink.

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What percentage of your inquiries results in sales?

When inquiries start rolling in from your radio program—from your advertisements in newspapers, magazines, and trade papers—are you adequately prepared to convert these inquiries into sales? Have you got the direct advertising with which to *follow up* these inquiries?

Getting inquiries and helping to turn inquiries into sales is each a highly specialized form of advertising:

- Getting inquiries calls for special knowledge and training in the selection of media and the preparation of advertising for publications.
- Helping to turn inquiries into sales requires equally specialized skill in the selection of appropriate direct advertising vehicles and the preparation of resultful advertising for these vehicles.

May we tell you more about increasing the effectiveness of general advertising through the use of well-prepared direct advertising? See for yourself how *we* use direct advertising to follow up an inquiry.

EVANS-WINTER-HEBB *Inc*

818 HANCOCK AVENUE WEST

DETROIT

New York address • 420 Lexington Avenue

The Evans-Winter-Hebb organization has within itself both capable personnel and complete facilities for the preparation and production of printing, direct advertising, and other sales literature: Marketing Analysis • Plan • Copy • Design • Art • Photo-Engraving Letterpress and Offset Printing • Binding • Mailing

\$

37

national food product
advertisers in 1930 spent
\$10,000 or more in at least
one of the three leading
Chicago newspapers . . .

21

made their major in-
vestment in the

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

\$